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VALUES:
LEST WE FORGET

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BY

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United States Army

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This paper examines the Army's individual values of courage, commitment, competence and candor. Each value is examined and further defined through the use of historical vignettes, anecdotes, quotations and interviews. This discussion is followed by sections of selected literary pieces to stimulate thought and reflection on each respective value. The paper discusses the changing American society and the role that values will play with respect to the Army as it responds to these changes. The paper concludes the Army must inculcate its soldiers with these four values through formal education and by example.

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USAWC MILITARY STUDIES PROGRAM PAPER

FORM 10-1 (REV. 1-65)

VALUES: LEST WE FORGET An Individual Study Project

by

Lieutenant Colonel G. Thomas Greco
United States Army

Colonel Joseph C. Bowen
Project Advisor

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ABSTRACT

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This paper examines the Army's individual values of courage, commitment, competence and candor. Each value is examined and further defined through the use of historical vignettes, anecdotes, quotations and interviews. This discussion is followed by sections of selected literary pieces to stimulate thought and reflection on each respective value. The paper discusses the changing American society and the role that values will play with respect to the Army as it responds to these changes. The paper concludes the Army must inculcate its soldiers with these four values through formal education and by example.

ACKNOWLEDGEMENTS

In 1984 two soldiers at the Army War College assembled an anthology of letters, readings, and notes. They had carried these documents in rucksacks, notebooks, waterproof plastic bags, helmet liners or map cases as they served their nation and fought its wars. Some readings and quotes were from familiar authors; some of lesser known heroes, long dead and forgotten. Their purpose in compiling this anthology was to reinforce the values and beliefs of our Army and to remind us of the price that has been paid, lest we forget.

I received a copy of this work from then-Major Bruce Barlow, a fellow infantryman and close friend. I read the anthology in two days, often laughing out loud, crying in secret and reflecting on the words and emotions of what being a soldier is all about. The force of the assembled documents moved me to write its principal author, then-LTC Herb Lloyd. In my letter I told LTC Lloyd that I had collected similar articles and if I ever had the privilege to attend the US Army War College in the years to come, I would add to this anthology and seek to get it distributed to others in our Army, lest we forget. The realization of that promise is proffered in this document.

I am deeply indebted to many people as I prepared this work. For their contributions and submissions of quotes, vignettes, and readings I wish to thank LTG Howard D. Graves, MG Bernard Loeffke, LTG (Ret) Henry Hatch, Major(P) Carlos Glover, LTC Jerry Bolzak, RADM (Ret) Richard C.

Ustick, Chaplain (COL) Tom Norton, BG(P) Joseph W. Kinzer, LTC Randy Bookout, Chaplain (MAJ) Dan Nagle and COL(Ret) Rich Goldsmith.

I owe a great debt of gratitude to LTC Bill Gore and his lovely wife, Evelyn for their perseverance and patience during our interview. Our nation is at peace and our people are free because of men like Bill Gore. He is truly an American hero.

My sincerest thanks are extended to MG David A. Bramlett for taking time for our discussion and interview. My deepest thanks are also offered for being my mentor and friend for all these years.

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To my wife, Gail, and my three children, Scott, Jessica, and Meg, who continually hounded me to quit procrastinating and get this project finished---It's done! Thanks for your love, patience, typing support, prayers and encouragement.

I conclude by thanking God for giving me the strength and energy to complete this work. I thank Him for affording me the opportunity to serve our nation and Him in the United States Army.

Distribution of this document will be made across the Army to allow soldiers of all ranks to reflect on the individual values that make us who and what we are. It is my hope that a reader, somewhere out in our Army today, will be moved by the passages and experiences contained within this document to publish a revised edition of what then-LTC Lloyd initiated in 1984.

T. Greco

Carlisle Barracks, PA

INTRODUCTION

At a recent memorial service an Army chaplain remarked, "World War II has been said to be the last good war. I contend that there are no good wars, only good men and women who have fought our wars."¹ What did the chaplain imply by using the term "good men and women?" I contend he was speaking of men and women who lived, fought and died for the values held sacred by our nation and by our Army.

Values are what we, as a nation and a profession, judge to be right.² Values are attitudes about the worth or importance of people, concepts or things.³ Values are a sense of what ought to be, as distinct from what is.⁴ They define the fundamental character of our nation. They provide the moral justification for our Army.

General of the Army George C. Marshall addressed the necessity for strong values this way, "The soldier's heart, the soldier's spirit, the soldier's soul are everything. Unless the soldier's soul sustains him, he cannot be relied on and will fail himself and his country in the end."⁵

In 1986, Secretary of the Army John O. Marsh and General John A. Wickham Jr., Army Chief of Staff published a White Paper entitled "Values". In this document the senior leadership of our Army recognized the need for a "rock-solid ethical base" as the cornerstone of our Army.⁶ Both men were cognizant that leaders and soldiers who make moral decisions, in both peace and war, must themselves abide by

the highest standards of behavior. They contended that values provided the ethical base that nurtured faith and trust from our subordinates and our civilian leaders. Values gave credence to and concomitant support from our fellow citizens who entrust us with the stewardship of resources and the precious lives of their sons and daughters.

The White Paper espoused the four Army individual values as courage, commitment, competence and candor. To this date the Army has continued to uphold these four values as the foundation for individual soldier thought and behavior.

Using this framework, this paper will examine these four individual values, attempting to define, examine, and give historical examples to clearly depict the core aspects and nuances of each value. I have chosen a format where each value will be examined in detail, citing specific incidences or references to enhance the significance the respective value. I conclude with a brief look at Army values with respect to today's society and the challenges we face as we move into the 21st century.

I have offered the reader with a "Reflections" section following this discourse. This section is a compilation of quotes, vignettes, poems, anecdotes and experiences that give other perspectives to each respective value. This section will allow the reader to ruminate on his/her career experiences with respect to those who have served before.

In the spirit of "Jointness" I have included works from all services as well as from foreign nations. I found all

services and nations to be replete with examples that would greatly enhance our knowledge and introspective look at our Army and its individual values.

The reader is not to interpret the order of the discussion nor the length of the respective chapter as an attempt to place one value subordinate to or more important than another. Rather, the reader should begin to see that military decisions frequently involve tough choices, fostering dilemmas of conscience and emotion. Army individual values will guide our choices and actions and determine the purpose and course of our lives and the fate of our Army and quite possibly the survival of our nation.

WHY HAVE VALUES ?

Our Oath of Enlistment, Oath of Commission, and Oath of Office requires that we live by the values that strengthen and enable us to execute the mission entrusted to us by our nation. Each soldier and officer has pledged to support and defend the Constitution of the United States. This oath, taken without reservation and regardless of personal sacrifice, is a formal and public recognition of the values that distinguish who and what soldiers are in American society.⁷ If these values are lost, trivialized or weakened, the Army's legitimacy is likewise diminished.⁸ Over the past ten years, Gallup polls have consistently placed the military as the most admired and respected

profession and segment of our population.⁹ The American public see our profession as one who lives and acts in accordance with its values. It has become apparent to our citizenry that the values of our Army are as real as the Army uniform.

At times, however, the values that the Army reveres often conflict with those of the society it has pledged to defend. Colonel Anthony E. Hartle points out that, "The environment in which members of the military must operate poses a severe threat to consistent moral behavior.... men and women in uniform today face a confusing variety of inconsistencies in national policy and government practice.... Defense of American values constitute the soldier's fundamental purpose, but members of government who embody those values frequently deem it necessary to operate pragmatically rather than on the basis of principle." 10

This situation is even further complicated by the nature and demands of military service on the individual. Aspects of privacy, rights of the individual, equality, individualism, change and informality that our citizens are explicitly and implicitly guaranteed in our Constitution and laws come into conflict upon entering the Army. The mission of the Army demands teamwork, sacrifice, discipline, structure, rank, and consistency. George Will points out this dichotomy, "Never before in the nation's experience have the values and expectations in society been more at

variance with the values and expectations indispensable to the military establishment."¹¹

It is imperative that our Army articulates its values to our soldiers, regardless of rank, and that these values are inculcated by all soldiers. We want our soldiers to capture these values with an ethical-moral orientation; guided primarily by a concern for what is right and moral.¹² We realize the demands of the environment, technological complexity, unparalleled lethality and challenge on the modern battlefield will stretch the soldier and officer to his/her physical, emotional and moral limits.

Situations, in peace and war, will demand a soldier to do what he or she thinks is the right thing to do in absence of orders or superiors to give direction. The individual values we define to our soldiers and their concomitant acceptance of the values will carry the day. The synergistic effect of individual soldiers who profess their allegiance and conform their behavior to a common set of values cannot be overstated.

COURAGE

" Grace under pressure " is the way Ernest Hemingway defined it.¹³ Lord Moran portends it is, "...will power, whereof no man has an unlimited stock; and when in war it is used up, he is finished."¹⁴ Both men speak of the quintessence of a soldier, courage. Courage entails the physical dimension of bravery on the battlefield, as well as moral courage, the courage of one's convictions.

Physical courage is the ability to overcome fear and carry on with the mission despite overwhelming odds.¹⁵ It is visible bravery. It is the youthful British lieutenant at the Somme in 1916 who stood on the parapet of the trench in full view of the enemy, pointing his swagger stick towards the Germans, and saying " We had better be going now" ; the twenty-six year old Bonaparte placing himself in the front of his grenadiers to lead their column onto the fire-swept bridge at Lodi.¹⁶

Aristotle defined physical courage as, " Some sort of mean between rashness and cowardice."¹⁷ Admiral James Stockdale saw Aristotle's model as a target. " The bull's eye is courage. If one hits to the left, it's cowardice; to the right, rashness."¹⁸ Physical courage in the face of combat is paramount for a soldier. It involves the exposure of his or her body to the threat of wounds or death. Plato writes, " I do not call animals...which have no fear of dangers, because they are ignorant of them, courageous, but only fearless and senseless...courageous actions are

wise actions."¹⁹ Aristotle complements Plato's thoughts when he observes, "Drunken men often behave fearlessly and we do not praise them for their courage."²⁰ These insights lead us to the concept that physical courage is the ability to recognize danger and the ability to act, to get the mission accomplished, in spite of the danger and possible dire consequences.

Physical courage is how you handle fear. As Admiral Stockdale writes about his experiences as a prisoner of war, "Well, I saw plenty of courage in Hanoi. Men, who under years of pressure, solitude, degradation, pain, never took a dive. Baugh with his eye out, Ellis with a leg bone out, Reynolds with two broken arms, Fer in the cold in irons in a cast, Lance Sijan with all the above, unto death. I didn't know what I was seeing, at least I didn't know the name."²¹

The second dimension of courage is the the willingness to determine what is consistent with one's beliefs but also to act in accordance with them.²² This dimension is moral courage. Moral courage requires a willingness to deal with difficult situations without fear, to accept the risks and responsibilities, and if need be, to be willing to bear the cost of a course of action that one believes is right.²³ While it may be more expedient or easier to overlook the immorality, injustice, or unethical behavior and activities of others, soldiers must be willing to confront the perpetrator with a clear resolve. Failure to demonstrate moral courage in these circumstances may lead to continued

unacceptable behavior or worse, escalation of the terror, injustice and unethical acts. Moral courage exists in the mind and the heart of the soldier. It strengthens the soldier's will against the uncertainties and frustrations that beat against him/her in every "battle", in peace and war.²⁴ It is that quality that makes the strong minded appear that way.²⁵

Moral courage involves risks. Exercising moral courage may cost the soldier his or her career, cause them to be ostracized from the group, labeled as an outsider, and denied certain perks or benefits. John Kennedy writes, " A nation which has forgotten the quality of courage which in the past has been brought to public life is not as likely to insist upon or reward that quality today and, in fact, we have forgotten."²⁶ The cost of not exercising moral courage, however, is far greater than individual indignities and may have far reaching ramifications on our Army and our nation.

A final thought on moral courage encompasses the thought of responsibility. It takes moral courage to assume the responsibility for men's lives, yet moral courage is even more in demand when the situation calls for the sergeant or general to order those under their charge to take an action that clearly puts their lives at stake. Responsibility is inescapable to the leader; with command comes the obligation to lead with moral courage.

Vietnam-era Army Chief of Staff General Harold K. Johnson shared a personal vignette on moral courage with Colonel

(Ret) Harry Summers shortly before General Johnson died. Summers writes, "Johnson, an intensely moral man who not only kept a Bible and a Boy Scout manual on his desk, but lived by their precepts confided in me about an incident during the Vietnam War. Johnson, a distinguished soldier, survivor of the Bataan Death March, and Commander of the 8th Cavalry Regiment which bore the initial brunt of the Chinese invasion in Korea, relayed that he had become so disgusted with how the Vietnamese War was being conducted that he left for the White House to resign. Johnson was to tell the President that the United States had no strategy worth the name in Vietnam, that all the principles of war were being violated, and that American soldiers were being killed needlessly. On the way there, however, he thought better of it and convinced himself that he could do more by staying on than he could by resigning. " And now," Johnson said, "I will go to my death with that lapse in moral courage."²⁷

As previously mentioned, there are associated costs to one's reputation and career when one takes a moral stand. Summers points out that General Johnson's comments are testimony that the consequences of not taking such a stand may be far worse.²⁸

Through research I found two vivid examples of soldiers who exemplified the value of courage, both in the physical and moral dimensions: Major General Joshua L. Chamberlain and Lieutenant Colonel William E. Gore. Although their

exploits are years and battlefields apart, their lives and actions embody the value of courage.

MG Chamberlain was engaged in innumerable reconnaissance missions and skirmishes, fought in twenty four battles, large and small, capturing 2,700 prisoners and eight battle flags. At least five times horses were shot from underneath him. He was seriously or slightly wounded six times. He fought skillfully and heroically almost beyond imagination. His physical courage at Little Round Top during the battle of Gettysburg, leading the 20th Maine Regiment in the now infamous bayonet charge, won him the Congressional Medal of Honor. His heroism at Rives' Salient before Petersburg earned him a promotion to brigadier general. His bravery and valor at Quaker Road, matched with his usual efficiency, was rewarded with the promotion to Major General. Chamberlain was not a career soldier; in fact he taught religion and modern languages at Bowdoin College in Maine prior to joining the Union Army. However, General Grant was so impressed of Chamberlain's courage and performance in the war, that he was selected, ahead of many career officers, to receive the surrender of the Confederate Infantry at Appomattox. Chamberlain exuded physical courage, his men and his leaders knew it, and his reputation was of the highest order.

But his moral courage was to be further demonstrated in the actions in Appomattox. As Chamberlain watched the remnants of Lee's once-great army, the significance of the

moment impressed him. He had earlier resolved to recognize this occasion by saluting the Southern troops and had so informed his subordinate commanders. He was aware of the responsibility he was assuming, aware too, that criticism would follow, as indeed it did. To Chamberlain, the action he was about to take, "... was one for which I sought no authority nor asked forgiveness. Before us in proud humiliation stood the embodiment of manhood: men whom neither tolls and suffering, nor the fact of death, nor disaster, nor hopelessness could bend from their resolve; standing before us now, thin, worn, and famished, but erect...waking memories that bound us together as no other bond; was not such manhood to be welcomed back into a Union so tested and assured?"²⁹

As General Gordon lead the Confederate procession past the Union soldiers, Chamberlain directed the bugle call sounded, and, regiment by regiment, his First Division of the Fifth Corps in succession brought its muskets from "order arms" to "carry arms", the marching salute. Gordon, startled at such an honor, now caught the significance of the moment. He wheeled his horse towards Chamberlain, touched the animal slightly with his spur so it reared, and after the horse returned to the ground, Gordon brought his sword-point down to his boot-toe. The two armies thus accorded each other the final recognition of gallant opponents.³⁰

Chamberlain was chastised by the Union press for his actions. Criticism was harsh and his former heroic deeds were seemingly forgotten because of this act. In Chamberlain's reasoning, it was the right thing to do, despite the associated risks and costs. His thought process and concomitant actions reflect the essence of moral courage.

The value of courage was also exemplified on the battlefields of Korea. Then-First Lieutenant Bill Gore was awarded the Distinguished Service Cross for extraordinary heroism in action near Sukchon, Korea in October 1952. Gore, a battlefield commissioned officer, was the Pioneer and Ammunition Platoon Leader for the 3rd Battalion, 187 Infantry Regiment. The battalion had just parachuted behind enemy lines and the respective companies were setting in their positions. Gore was with the command group and was in charge of perimeter security and defense of their isolated position. Due to poor visibility in the early morning light, an enemy battalion was able to advance within 40 yards of the perimeter before being observed. LT Gore was in the command post when the initial report came in that "orientals" were in front of the position. The battalion commander incorrectly assumed that they were friendly and told the unit not to fire. As the enemy continued to approach, it was reported to the battalion commander that these "orientals" were North Koreans. The battalion commander, tired and emotionally exhausted, and cognizant

that he was vastly outnumbered at this juncture, said " We're going to have to surrender" and layed down in his foxhole. Gore, standing next to the commander, heard this order with disbelief. Sensing that time was of the essence, seeing absolutely no advantage in surrendering, and realizing the North Koreans would not take any prisoners, Gore told the S2, a captain, not to put anything out on the radio. He then directed the S3, a major, to take charge of the CP while he went forward to direct the fight and to " Do as I tell you."31 LT Gore moved forward about 100 yards and came within 50 yards of the North Korean commander. The North Korean officer told him to surrender and lay down his weapon. Gore responded " No we won't. You should surrender to me." The North Korean raised his rifle to kill Gore, but Gore raised his carbine quicker and killed the officer. The fight ensued as Gore ordered his men to open fire causing the enemy to deploy to the left and right of his position. The enemy attempted a ruse on one of the flanks by calling out "ROKS", giving the impression that they were friendly troops and and causing some of his men to cease firing. Gore, recognizing the trick, ordered his men to continue firing. Exposing himself to intense and accurate small arms fire, he went from position to position within the perimeter directing fires and designating targets. The enemy continued to close in on the position and Gore realized the situation was now desparate. Completely exposing himself in a position where two men had just been killed and two others

had been wounded, he began to call for artillery fire. Gore stated that " The enemy was firing right at me, but it seemed like their bullets would stop short of me and then go in another direction."³² He personally directed and adjusted the artillery fire within 40 yards of his position. The devastating fires caused the enemy to become disorganized. The fight continued for six hours, all the while Gore was calling in fires, redistributing ammunition, inspecting the perimeter and boosting the morale of his men. His heroic actions, as cited in his award citation, were, " inspiring to his men who rallied and held the perimeter inflicting heavy casualties on the enemy."³³

Some hours after the fight, the battalion commander spoke to LT Gore. Gore was not sure which direction this conversation was headed as he mentally reviewed his " disobedience of orders and insubordination to two senior officers."³⁴ The commander affirmed his convictions when he told Gore, "You did the right thing. Thanks."³⁵

Clausewitz wrote, " ...two qualities are indispensable: first, an intellect that, even in the darkest hour, retains some glimmerings of the inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead."³⁶ Bill Gore's inner light, moral courage, led him and his unit to the truth that despite the odds, victory was possible and, in the process, saved their lives. His bravery, physical courage, and leadership on the battlefield inspired others to fight and win.

If our Army is to continue to keep our nation free, the value of courage must be inculcated in every soldier and manifested in their individual and collective actions in peace, and more importantly, in war. Our nation should not expect anything less.

COMMITMENT

The Congressional Medal of Honor was awarded to Specialist Four Daniel Fernandez in 1967 for actions above and beyond the call of duty in the jungles of Vietnam. His patrol was ambushed by a Viet Cong rifle company and was driven back by intense automatic weapons fire before they could evacuate an American soldier who had been wounded. SP4 Fernandez, along with several other soldiers fought their way to the fallen comrade, braving devastating fire and exploding grenades. As they were treating the wounded comrade, an enemy grenade landed amidst the group, although some men did not see it. Realizing there was no time for the others to protect themselves, SP4 Fernandez vaulted over another soldier and threw himself on the grenade as it exploded, saving the lives of his comrades at the sacrifice of his own.³⁷

Specialist Fernandez's actions in this one isolated incident, manifested the value of commitment. His patriotism in joining the Army, his selflessness and sense of duty in volunteering to go back to get another American, and his responsibility to the team culminating in his sacrifice to save the lives of his fellow soldiers exemplify the value of commitment.

Our Army must have soldiers who are dedicated to serving their nation and who are proud to be soldiers of our Army.³⁸ Patriotism, esprit de corps, duty, loyalty, and selfless

service are contributing qualities to the enduring value of commitment.

Soldiers, by their oath, have sworn to serve the nation. Those who enter the military profession are expected to demonstrate the trait of sacrifice.³⁹ At a minimum, they must be prepared to forego their own self-interest in the service of the larger good of the profession and the society they serve.⁴⁰ Soldiers are expected to be true patriots, giving service to their country out of affection for it at costs that are largely absent from occupations in civil society.⁴¹ It is inconceivable to think that the employees of Walmart or Sears would be willing to sacrifice their lives for their company. But for the soldier, it comes with the territory.

Plato writes, " We must find out who are the best guardians of this inward conviction that they must always do what they believe to be the best for the commonwealth."⁴² The inward conviction Plato speaks of is commitment, the duty to their community above all else.

BG Keith Kellogg, while speaking to the West Point Class of 1992, shared this reflection on commitment, " You may notice that I wear the 101st Airborne patch on my right sleeve. I earned this patch by fighting in combat with this unit. It was the first unit I fought with in that war. Since pinning on this patch I fought with other divisions in Vietnam and after Vietnam. I could wear any number of combat patches but I choose this one. Why? I'll tell you. The Army,

in my first tour in Vietnam, was horrible. It was fraught with discipline problems, soldiers lacked motivation, officers lacked integrity and the list goes on. I wear this patch to remind me of those days and of that Army. I wear this patch as a constant reminder to never allow our Army to sink to the depths as it did during those years. I wear this patch to remind me to not allow it to happen on my watch."⁴³ Commitment entails the dedication to carry out all unit missions and to serve the values of the country.⁴⁴

Generals Marshall, Bradley and Eisenhower were at a conference a few days before the Normandy invasion. After discussing the operational plans, they fell into talking about war. They talked about military leaders since Gideon. And they put up the question, what was the indispensable quality for a leader who must order other men to face death. Marshall provided the answer they all agreed upon. The word was selflessness.⁴⁵ The renowned journalist, the late Eric Sevareid, spoke in his usual poignant and direct manner on commitment and the soldier during the Korean War. You will see the wisdom of General Marshall in Mr. Sevareid's prose:

" To me the greatest mystery in the Korean War was what made American youngsters fight so hard, so long and so well - in this kind of war. There have been armies that fought well only for loot; there was none of that in Korea. Armies have fought well only when their homeland was invaded; this was not true for Americans in Korea. And there have been armies that fought as crusaders out of burning moral or religious zeal; but thousands who fought so well in Korea had only the dimmest conception of what

the war was all about. Our youngsters fought a war they did not particularly believe in to the bitter end - an armistice they have little faith in. And they will fight again, automatically and instantly, if the armistice should fall. They did all this without the exhortations of political commissars. They bled and died in the mud of that bleak and incomprehensible land, in full knowledge that half their countrymen at home were too bored with it all to give the daily casualty lists a second glance. They had full knowledge that, while they were living the worst life they had ever known, millions of their countrymen were living the best life they had ever known. They gave liberally from their own paychecks to the emaciated Korean children while their prosperous countrymen showed little interest. They knew it was too much effort for many of their countrymen to walk to the nearest blood-donation center, so they gave their own blood to their wounded comrades. And they felt no particular bitterness that all this was so. They fought right ahead at the time military authorities were publicly arguing that they were being handled tragically wrong. They fought right ahead knowing that, while Allied nations were cheering them on, Allied soldiers were not coming to help them in any great numbers. Why have these youths behaved so magnificently? The answer lies deep in the heart and tissues of American life, none among us can unravel all its threads. It has to do with their parents and their teachers and their ministers, with their 4-H clubs, their Scout troops, their neighborhood centers. It has to do with the sense of belonging to a team, with the honor of upholding it, the shame of letting it down. But it has also to do with their implicit, unreasoned belief in their country, and their natural belief in themselves as individual men upon the earth. Whatever is responsible, these boys' behavior in this unrewarded war out-matches, it seems to me, the behavior of those who fought our wars of certainty and victory. This is

something new in the American story.
This is something to be recorded with
respect and humility.⁴⁶

This same selflessness was exemplified by Air Force Captain Lance Sijan during Vietnam. Captain Sijan, seriously injured and unable to walk, would not allow a crew member from a rescue helicopter to descend a ladder to aid him because of the nearby enemy gunners. That act eventually cost Captain Sijan his life.⁴⁷

Commitment entails the focus of your energies and efforts to your unit's mission and to caring for and developing your subordinates. The necessity of teamwork is paramount to success in any endeavor involving two or more people. Harnessing the synergy of the group requires the group to believe in their cause and their leader. In an interview my mentor and friend, MG David A. Bramlett, shared with me a personal vignette on commitment. General Bramlett relayed that he was ready to leave the service after his first tour in Vietnam. He was disgusted and frustrated with the seemingly senseless death of his fellow soldiers. Likewise, much like General Kellogg's aforementioned reflections, he saw a lack of commitment and competence in the Army in Vietnam. Bramlett was reassigned from Vietnam to the Florida Ranger Camp where he worked for Colonel Charlie Beckwith and "the most disparate group of men he had ever served with." It was here that General Bramlett saw commitment in the flesh. "Although many of my fellow officers displayed little or no moral propriety in their

social lives, their commitment to teaching their rangers the techniques and tactics necessary to survive and win totally impressed me. I now wanted to be part of this organization that could harness and focus the talents and contributions of such men. Their competence was overwhelming, but their commitment and sense of duty convinced me to stay in."⁴⁸

General Bramlett continued by saying, " Do not discount the influence of one soldier's commitment upon another, especially on his leader. I have pushed myself harder in many aspects because of the commitment I see in my subordinates. Their commitment is inspiring; they pushed me to my limits because I never wanted to let them down."⁴⁹

This influence of commitment on others was also depicted during an episode in WWII. General Maxwell Taylor asked a new platoon leader, " Do you like to jump out of airplanes, Lieutenant?" The officer replied, " No, Sir!" Surprised, Taylor asked, " Then why did you volunteer for this outfit?" The lieutenant answered, " Because I like to be with people who like to jump out of airplanes."⁵⁰

Commitment to your soldiers means serving your soldiers. Successful leaders serve their soldiers by meeting their needs for security, caring leadership, teamwork, ready equipment, discipline, tough training and more tough training. Sun Tsu wrote 2,500 years ago, " Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons and they will stand by you even unto death."⁵¹

Robert E. Lee's commitment to his soldiers is well known. " His methods were as simple as they were effective. They reflected his own character and his interest in the welfare of the men entrusted to him. Lee's respect for the individuality of his men extended to their wants and their duties. He was quick to defend them against discrimination and against imposition. The spiritual needs of his men he supplied, also, as best as he could. His regard for his men produced in them something akin to the idolatry of youth for greatness."⁵²

Commitment also entails loyalty to the Constitution, the nation, and its leaders, both civil and military. Loyalty however, is not being blind to the truth or obeying unlawful orders. Loyalty entails the duty of both the leader and the follower not only to do one's job conscientiously, but to do so within ethically acceptable norms.⁵³ As a soldier once told a Senator in testimony, " Sir, I didn't take an oath to support the military. I took an oath to support the Constitution. It is, for many of us, a responsibility to God."⁵⁴

General Douglas MacArthur, while embroiled in controversy concerning his proper role as a subordinate responding to what he perceived to be a higher obligation stated, " I find in existence a new and heretofore unknown and dangerous concept that the members of our armed forces owe primary allegiance or loyalty to those who temporarily exercise the authority of the executive branch of government rather than

to the country and its Constitution which they are sworn to defend. No proposition could be so wrong or more dangerous."⁵⁵ General George Marshall echoed MacArthur's sentiments when he said, "An officer's ultimate commanding loyalty at all times is to his country and not to his service or his superiors."⁵⁶

Our Army must have soldiers who imbue the value and spirit of commitment. Selfless ambition is "others" oriented and contributes to stronger individuals, units, organizations and ultimately, to a better Army and nation.

COMPETENCE

Nations are critically dependent upon their armed forces for survival, and thus the competence of those forces is of grave concern and more general impact than that of any other profession.⁵⁷ Societies depend upon some professions for their very means of survival in a dangerous and uncertain world. Prominent among these to our nation is, of course, the military profession. This responsibility is immense and elevates professional competence to the level of an ethical imperative.⁵⁸

Secretary of the Army Marsh points out in his White Paper, " We have a moral obligation to work towards being competent members of the Army."⁵⁹ The functioning and effectiveness of squads, platoons, divisions and armies are enhanced by the synergy of competent individual soldiers who know their jobs and coorespondingly do their best. This proficiency matched with resolute, positive action are hallmarks of competent soldiers. Because of their acceptance of the ethic of serving the general interests of the society, the soldier becomes morally obligated to serve in a competent manner.⁶⁰

" Competent service requires knowledge of your profession, foresight beyond short term goals, and understanding the context within which you are working."⁶¹ Competence, in the aggregate, is manifested in a plethora of virtues and qualities too numerous for the scope of this paper. To give the reader a flavor for this value, I

selected to examine the individual virtues of discipline, stamina, proficiency, understanding human nature, compassion, and a fighting spirit. Let's examine these virtues as they relate to the value of competence.

Discipline is the trademark of a professional, competent soldier. Discipline in itself and the personal faith in the military value of discipline determine the difference between military maturity and mediocrity. " Only those who have disciplined themselves can exact disciplined performance from others."62

Discipline spelled the difference at Valley Forge. Washington remarked, "... without arrogance or the smallest deviation from truth, it may be said that no history now extant, can furnish an instance of an Army's suffering such uncommon hardships as ours have done, and bearing them with the same patience and fortitude. Their action is a mark of patience and obedience which in my opinion can scarce be paralleled."63

What Washington did not say is that he shared in their privations and short rations. His personal example of discipline earned their unswerving loyalty. Washington and his Army were successful, in large measure, because of their collective discipline during the arduous winter at this remote garrison in Pennsylvania. Discipline contributed and enhanced the competence of each soldier in his Army, as well as establishing Washington as a leader men wanted to follow.

Soldiers who are physically unfit and who lack stamina are incompetent. The stress, exhaustion and fear in combat takes an exacting toll on the soldier, fit or unfit. The soldier who lacks the physical fitness at the beginning of hostilities jeopardizes his life, the lives of his fellow soldiers and the mission he is undertaking. Our experiences in combat tell us that continuous land combat is a reality. This condition does not respect rank or position.⁶⁴ The dynamics, scope, breadth and challenges of today's and tomorrow's battlefield compound the stress on the soldier and leaders. Physical fitness and the resultant attribute of stamina add to the soldier's competency to fight and win.

Proficiency in one's technical and tactical skills is imperative to be a competent soldier. The technology and lethality of future battlefields are unparalleled in our history. Competence implies not only does the soldier understand his/her specialized role, but that they also become functionally competent in a number of areas.⁶⁵ During World War I, the British military leadership, while acting in the defense of British society, squandered the flower of its youth on the fields of Flanders and later contributed to the bankruptcy of the British labor force.⁶⁶ These leaders, who senselessly directed men to frontal assaults, trenchline to trenchline, without regard to any notion of maneuver, failed to demonstrate the tactical prowess so critical to competency. Their lack of proficiency was not only damaging to their force, but their

nation paid an intolerable price because of their incompetence.

Wavell, influenced by Socrates, wrote about proficiency, saying, " He should know his tactics, for a disorderly mob is no more an army than a heap of building materials is a house."⁶⁷ Proficiency comes from studying the profession of war as much as it comes from experiencing it. As T.E. Lawrence remarked, " Generalship , at least in my case, did not come by instinct, unsought, but by understanding, hard study, and brain concentration. Had it come easily to me, I should not have done it as well."⁶⁸

General Omar Bradley said, " The greatest leader in the world could never win a campaign unless he understood the men he had to lead."⁶⁹ Soldiers and leaders must understand each other as well as themselves. As S.L.A. Marshall writes, " He is what his home, his religion , his schooling, and the moral code and ideals of his society have made him. The Army cannot unmake him."⁷⁰

This understanding goes hand in hand with a sense of realism, the ability to make honest assessments about himself/herself and those under their charge. A competent soldier understands his/her limitations and is cognizant that the world is imperfect and seldom offers easy solutions to problems. Competent leaders get " inside their soldiers heads." Knowing their fears, their dreams, their aspirations, and their present needs are critical. Alan Lloyd's study of British troops in WWI demonstrated that

unit effectiveness depended on the ability of the leader to establish strong personal bonds with his men.⁷¹ Shills and Janowitz's study of German soldiers in WWII discovered that battlefield cohesion largely reflected strong interpersonal relationships between soldiers and between soldiers and their leader.⁷² Savage and Gabriel's study of the Vietnam War came to the same aforementioned conclusions.⁷³

The sophistication of weaponry and technology on tomorrow's battlefield will reveal an intensity and lethality that will demand even greater unit cohesion. The competent soldier and leader must be able to understand his/her soldiers and not disregard or fail to apply the lessons learned over the past two hundred years of building and fighting combat units.

Compassion is another virtue that contributes to the competency of a soldier. A soldier must realize that what he/she does cannot be isolated from its impact on others. He must understand that being a good soldier may, at some times, be the antithesis of being a good human being.⁷⁴ A soldier must be ever cognizant and compassionate towards human suffering. Reveling in violence and wanton destruction of human life are not virtues of competence. On the contrary, the soldier must have a "minimal force" ethic, a hesitation at destruction of life, and an intense desire to relieve suffering. LTG Henry Hatch, Chief of Engineers, spoke about compassion in our Army today. General Hatch remarked, " A British official from the United Nations and I

spoke. We were in Kuwait. DESERT STORM was over, American soldiers had been helping the Kurdish refugees, and Army engineers were helping with recovery efforts in Kuwait. He asked if I knew the principal characteristic of the American soldier, as viewed by many around the world. He paused and I thought of the world's, no history's, finest men and women. He interrupted my thoughts and said, " The principal characteristic of American soldiers that sets them apart from the rest of the world is that they are merciful." The moment he said that, in my mind's eye, I saw the scene many of us saw over and over on CNN, the first day of the ground war, an American soldier with his M-6 in one hand, in front of an Iraqi soldier who had surrendered and was on his knees, we assume asking for mercy. The American held out his empty hand in a calming gesture, and saying, "It's okay. It's okay."⁷⁵

LTC Andy Berdy, Commander of 2nd Battalion, 187 Infantry Regiment relayed a story to me after our fight on Highway 8 deep in Iraq. Colonel Berdy's battalion ambushed a convoy of Iraqi vehicles attempting to retreat from the attacking US VII Corps. The fighting was fierce and several Iraqis were killed and wounded. Berdy was in awe as he watched his medics and soldiers, who just minutes before fought so fiercely to destroy the Iraqis, were now just as fiercely engaged in trying to save the Iraqis' lives by administering first aid and treating their wounds.⁷⁶ This is the

compassion General Hatch spoke of; the compassion that typifies a competent soldier.

Volumes have been written about the next virtue of competence, the fighting spirit. The indomitable energy of the soldier to press on despite the fears, the horrors and privations of battle and to win makes this virtue an absolute as one discusses competence. As Grant pointed out the fighting spirit was " the power to endure anything."⁷⁷ The battle of Breed's Hill illustrates this spirit. Facing the withering fire from 1400 entrenched Americans, 2200 British soldiers assaulted the hill in three waves. The first wave was unsuccessful. The second wave advanced in perfect formation, stepping over the bodies of their comrades as they moves forward. This wave was also unsuccessful. The third wave grounded their packs and made the final assault. They succeeded. Of the original 2200, half were killed or wounded.⁷⁸ They carried the day because of their power to endure. Their fighting spirit taught our forefathers a great lesson in competence.

General Elchelberger, when he was asked about the fighting on Buna, remarked, " In battle the margin between defeat and victory is often narrow. Under the terrific pressures of combat, officers and men alike tend to forget that the enemy is hard pressed too. Sometimes just plain stubbornness wins the battle that awareness and wisdom might have lost."⁷⁹ The stubbornness General Elchelberger spoke

of is the same attribute General Grant spoke of: the fighting spirit.

In my research I came upon countless examples of competence. Our history is replete with competent leaders who exhibit and demonstrated competence in both peace and war. I found an interesting letter written by a subordinate about his leader during WWII. I subscribe that honest praise from your soldiers is of the highest order and an honor we all treasure to our grave. Excerpts from this letter depict a soldier's perspective of the competency of another fellow soldier and leader. Let me offer some excerpts for your consideration:

" Through his motivation and leadership abilities, he was able to bring out the best in each of his officers...His expressions and words of comfort gave me the confidence I needed to carry out my plans...He made himself known to all the men; this personal relationship was an inspiration to all...He was always at the Observation Post directing the action...After being wounded by mortar fire, he refused to be evacuated and continued to lead the regiment until it reached its objective...His orders were clear and concise; the confidence he expressed in each of his subordinate leaders had the tendency to bring out the best in each of them...When things seemed impossible, he always had a solution...His planning was thorough; he knew what to do...He had the know how of being there with the correct decision...He gained the respect of each member of the regiment...He was able to propel each of us to accomplish tasks that seemed almost impossible."80

Who the leader was is really unimportant. The competence exuded by this officer, as seen by his subordinate, made the

difference in this unit. This leader's stamina, proficiency, compassion, understanding, discipline and fighting spirit impressed his soldiers and they respected him. Any professional soldier would relish such a reputation- a reputation of competence.

CANDOR

Candor is honesty and fidelity to the truth. In combat, there is no time to verify reports, question the accuracy of a sighting, or wonder about the reliability and availability of equipment.⁸¹ Few values are more basic and fundamental to our Army. Consequences are too important, and time too short to communicate anything but the truth for lives are at stake.

A lack of candor creates a falsehood that precipitates the possibilities of drastic miscalculations wherein the lives of men are spent in vain.⁸² A dishonest soldier is a liability and a danger to himself, his unit and the Army. Samuel Hayes has stated that, "...lives, careers, battles, and the fate of nations have hung on the ability of military leaders to state all the true facts to the best of their knowledge regardless of what effect these facts may have on themselves or others."⁸³

It could be argued that the need for candor in our soldiers of all ranks is more important today than ever before in our history. The lethality and destructive power of today's technology and weapons demands truthful, two-way exchanges between the leader and the led and from our military to its civilian control. A lack of candor is conducive to self-deception because it fosters the production of inaccurate information and impacts on the long term ability of the Army to fight and win.⁸⁴ It is corrosive of the Army's image because it falls falls short

of the traditional idealistic code of the soldier held by the society at large.⁸⁵

Failing to be honest handicaps the leader in making the appropriate decision or drives him or her to make the wrong one. A lack of candor can often shield the leader from "bad news" or create an environment that downgrades technical competence by rewarding instead trivial, measurable, quota-filling accomplishments.⁸⁶

The absence of candor can be devastating to an unit and ultimately breed dysfunctional norms that literally tear at the fabric of the unit and its soldiers. The practice of using the "body count" as a measure of combat effectiveness during the Vietnam War provides an instructive case.⁸⁷ Some senior leaders during this war had determined the status of an unit's effectiveness was to be measured against the exact count of enemy dead in any given operation. Subordinate leaders and organizations had to report their respective body count to higher headquarters thus leading to a plethora of false reports, inflation of numbers, exaggerations, confusion and inaccuracy of the actual enemy losses. Reports of mutilation and dismemberment of dead bodies to "pad the account" were frequent. In the end, truth was sacrificed in order to look good or to look better than the other unit or commander.

Another example where candor was brazenly ignored was in the General Lavelle case during the same war. General Lavelle had authorized "protective reaction" bombing

strikes into North Vietnam that were contrary to his orders and the established rules of engagement. General Lavelle felt the imposed restrictions endangered his pilots and their aircraft. He responded by allowing his units to violate the rules of engagement and concomitantly falsifying reports of the actual engagement sequences. Over 300 people in his command were implicated in false reporting violations. Lavelle created a command climate where dishonesty was accepted as the right thing to do. The Senate investigation of this insubordination raised speculation that Lavelle's actions actually delayed and thwarted our negotiations at the Geneva Peace Talks. General Lavelle's actions to "protect" his men may have actually prolonged hostilities that endangered the lives of his crews. Likewise the credibility of reports from other commanders were now suspect by our Congress and our citizens. The credibility of a service, and the military as a whole, was now tainted.⁸⁸ The words of Sir Walter Scott seem so appropriate when examining the Lavelle case, " O what a tangled web we weave, when first we practice to deceive."⁸⁹

While the aforementioned incidences occurred in combat, candor is equally critical in peacetime. Trust in combat is so essential that military institutions must generate a mentality of trust and honesty in peacetime.⁹⁰ General Perry Smith tells of his experiences on the Air Staff during the budget process, " I remember so often hearing that we

got to fudge the numbers because the Navy's doing it. And I am sure the Navy guys were saying they had to fudge because the Air Force guys are doing it."⁹¹ Both organizations lost the truth while trying to out maneuver one another.

Any structure that relies heavily on statistical data as a measure of success opens the door for the potential false report.⁹² Peacetime Unit Readiness Reports, maintenance deadline reports, efficiency reports for subordinates, duty logs and barracks inspection reports are potential "body count" confrontations if the leader and the led do not demand candor. Reporting truthful AWOL (absent without leave) rates can give units "bad" numbers. Maintenance operational ready rates are crucial to military policy makers, but sometimes the unit does not want to be "not ready" and distorts the truth to look good to the boss.

These detrimental practices goes beyond the unit level. Personnel efficiency reports are inflated or exaggerated because the rater wants to reward, and at times, "protect" his subordinates. Exaggerated and inflated evaluation reports deceive selection boards. The rated soldier who receives this unwarranted accolade may unfortunately also believe this false report to be true. This self delusion only reinforces mediocre performance and impacts on the readiness and well-being of the Army.

Hard to define, easy to rationalize, dishonest reports not only produce inefficient operations, they corrupt the moral sensibilities of individuals as well.⁹³ Forthright-

ness and candor in counselling and appraisals may be painful for both the giver and the receiver, but in the long run our Army and its soldiers are better because of it.

The discussion of candor often leads to the question of loyalty. Confusion of loyalty to one's oath and to one's commander or leader is often evident. We swear to support and defend the Constitution not the individuals who create policy. Loyalty to superiors ought never to extend to covering up incompetence or to preserve a position when to do so has negative practical consequences or when it erodes the soldier's larger loyalties.⁹⁴ Candor in these circumstances may cost one their position, promotion, and career if their leader is closed-minded or expects "Yes men and women." General Shoup, former Commandant of the Marine Corps said, " I don't want a "yes" man on my staff, because all he can give me is what I believe already."⁹⁵

Lieutenant Colonel Oliver North's disastrous initiatives and lying to Congress are a case in point. Colonel North's blind obedience to orders, notwithstanding the laws and legislation that procluded such activities, were contrary to his oath and his allegiance to the tenets of the Constitution. His obstruction of justice by shredding, smuggling, and altering documents were justified in his mind by the erroneous logic that, " Sometimes you have to go above the written law."⁹⁶ North lived in an environment where a "rightful cause" justified any means, to include lying and breaking the law. His superiors did not insist

upon clear lines of control, accountability and performance review.⁹⁷ In the end, Colonel North's personal testimony and blind, perverted loyalty "to stand on his head if the President told him to do so" eroded the credibility of the Administration, discredited many senior officials at the highest levels, and debased the reputation of the military at large. His actions were morally corrupt. North would have been wise to consider that any order to compromise integrity is not a lawful order.⁹⁸

There is an Army adage that "You train as you are going to fight." If we are to be successful in our next battles, the value of candor, both in peace and in combat, must guide our words and relationships with and among soldiers and our civilian leaders. To do anything less jeopardizes the Army's mission, the lives of our soldiers, and the very fabric of our service and our nation.

FINAL VIGNETTE

This thesis has been about the Army's individual values and the soldiers who have manifested these values in their service to their country. Our history is replete with men and women who have lived their lives in consonance with these values, in both peace and war. While I attempted to depict each of these individual values through a series of vignettes, quotes and other literary means, I continually searched for a circumstance or an individual that would "give life" to all four values in one setting. My search ended when I read about the USAT Dorchester incident in 1943. What would take place on the deck of the Dorchester was described by a survivor as, "...the finest thing I have ever seen, or hope to see, this side of heaven."⁹⁹

The Dorchester was taking 900 American soldiers to Greenland on February 3, 1943. The treacherous U-boat infested waters of the North Atlantic were not hospitable to this old coastal steamer that had been hastily pressed into service as a troop transport. A Nazi submarine stalking the ship fired a torpedo into the Dorchester's flank. The torpedo exploded in the boiler room. Many on board died instantly; some were trapped below deck. Others scrambled to reach the top deck of the now sinking ship. Because security reasons precluded the use of distress flares, escort vessels were unaware of the Dorchester's demise. Overcrowded lifeboats capsized and rafts drifted away before anyone could reach them.

On deck, Army Chaplains George L. Fox, Alexander D. Goode, Clark V. Poling and John O. Washington moved to calm the frightened men, directed terrified soldiers to lifeboats and distributed life jackets with calm and assurance. Soon the supply of jackets were exhausted, yet four young soldiers afraid and without vests, stood waiting. Quickly the chaplains stripped off their own and forced them upon the young soldiers.

These four men of God had given away their only means of saving themselves in order to save others. Men rowing away from the listing and sinking Dorchester saw the chaplains clinging to each other on the slanting deck. Their arms were linked, their head bowed as they prayed. The Dorchester sank carrying the four chaplains and 688 soldiers to their death in the North Atlantic.¹⁰⁰

The Army's individual values were manifested in this dramatic and noble event. Courage was clearly evident as these chaplains gave away their jackets despite the fear of their own mortality. Commitment was evident through their assistance to others as the Dorchester was sinking and was ultimately depicted in their total selflessness to the four soldiers who did not have a life jacket.

Competence can be seen in their calm, professional manner as they guided and assisted soldiers to safety. Their ability to control their emotions and fears were reassuring to the bewildered troops. Their competence can also be seen in their decision to give away their only means of survival.

They recognized that they had a higher calling that transcended their own personal safety and well being. They displayed the compassion for others that their Army and their God expected. Their praying together at the very end is the visible, outward manifestation of their faith and trust in God, the very essence of a chaplain.

Candor was expressed in the honest, assuring words they spoke to the frightened soldiers, providing comfort amidst chaos and guiding them to safety. Unspoken candor, displayed in their holding each other's arms and praying, reflected their conviction that their eternal lives with their God were more important than their temporary stay on Earth. To do anything less would have discredited their belief and the truth that God reigned supreme in their lives.

CONCLUSIONS

My decision to examine Army individual values drew some raised eyebrows. Some of my colleagues questioned the validity of writing about values at a time when the American society seemed to be turning away from our traditional moral foundation. Their perceptions were confirmed in a recent Los Angeles Times survey suggesting that American societal values are changing for the worse. Over sixty percent of those polled said the nation was undergoing a period of moral decline.¹⁰¹

Our society's values are shifting as our traditional institutions are concurrently being altered. Nuances in the American family, schools, organized religion, government, business and the media have altered and are fundamentally changing these value-influencing institutions. These institutions now present new values, which in many ways, are contrary to the established values previously accepted by our society and our Army. Daniel Yankelovich articulates this trend, " We now find our nation hovering midway between an older postwar faith in expanding horizons, and a new sense of lower expectancy, apprehension about the future, mistrust of institutions and a growing sense of limits."¹⁰²

This shifting of values and moral foundation will have a dramatic effect on our Army. The future recruit's value system will be nurtured in today's society. These institutions promote values such as self, less responsibility, less accountability, pursuit of leisure and material wealth, evading the truth, and avoiding commitments. Such values are diametrically opposed to the Army's values and as an institution, the Army must resist any move to accommodate these societal trends. Our respect and adherence to the traditional values have made our Army what it is today.

We must take a proactive approach to inculcate today's and tomorrow's soldiers with the individual values espoused in this paper and found between the lines of each quote and vignette presented. Our failing to capture upon the

experiences and successes of those who have gone before us and our reluctance to impart this moral foundation to our soldiers would, in my judgement, constitute gross dereliction of duty.

Formal education and systems, however, will not be enough. Those of us who serve now must live out these values everyday. Our daily, outward manifestation of courage, commitment, competence and candor in the execution of our duties will determine if our soldiers ultimately accept, reject or ignore these values.

Example is the best teacher and the onus is clearly on us. Chamberlain, Fernandez, Sijan, Gore, Kellogg, Bramlett and countless other soldiers, who have or are serving our nation with distinction, will be watching, lest we forget.

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REFLECTIONS ON COURAGE

Untutored courage was useless in the face of educated bullets.

General George S. Patton, Jr.

Two qualities are indispensable: first, the intellect that, even in the darkest hour, retains some glimmerings of the inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead.

Carl Von Clausewitz

Any man, whatever be his rank, can command as long as he has the courage to try and the brain to see clearly what other men miss. I am quite sure that I have known personally a greater number of emergent combat leaders than any man living. None was a genius or possessed a better than average IQ. As a type, they are stolid rather than imaginative, and it is usually the lack of flair, rather than a failure to conform to what is asked of them, that denies them promotion or special recognition until their pre-eminent qualities are proved under fire. Their spirits are fanned by danger. Other men rally to them in emergency because they take positive action. There is the key word. These clutch hitters are able to fill the void caused by the failure of appointed leadership because they do not mistake the appearance of that position for the reality.

General S.L.A. Marshall

The bayonet swiftness and surprise are the essence.
Suvorov

The poor bastards have us surrounded.

General Chesty Puller

General Creighton Abrams

Life has a certain flavor for those who have fought and risked all that the sheltered and protected can never experience.

John Stuart Mill

And when you draw near to the battle, the priest shall come forward and speak to the people, and shall say to them, "Hear, O Israel, you draw near this day to battle against your enemies; let not your heart faint; do not fear, or tremble, or be in dread of them; for the Lord your God is He that goes with you, to fight for you against your enemies, to give you the victory."

Deuteronomy 20:2-4

(The First Chaplains)

A battle is lost less through the loss of men than by discouragement.

Frederick the Great

So David prevailed over the Philistine with a sling and stone, and killed him.

1 Samuel 17

The only thing we have to fear is fear itself.

Franklin D. Roosevelt

Come back carrying your shield in victory or upon it.

Spartan saying

If courage is the first characteristic of the soldier, perseverance is the second.

Henri Plon

There are only two classes who, as categories, show courage in war - the front-line soldier and the conscientious objector.

B.H. Liddell Hart

Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others.

Sir Winston Churchill

There is nothing like seeing the other fellow run to bring back your courage.

Sir William Slim

Cowards die many times before their deaths;

The valiant never taste of death but once.

William Shakespeare

All men are frightened. The more intelligent they are, the more they are frightened. The courageous man is the man who forces himself, in spite of his fear, to carry on.
General George S. Patton, Jr.

War is hell!
General William Tecumseh Sherman

Death flees the bayonet of the brave.
Suvorov

Pain is a state of mind.
Ranger Department, US Army Infantry School

I'll try, Sir.
Trumpeter Titus Walls

Don't take counsel of your fears.
General Stonewall Jackson

The greatest achievement is not in never falling, but in rising again after you fall.
Vince Lombardi

TAPS

Day is done
Gone the sun
From the lake
From the hill
From the sky
Rest in peace
Soldier brave
God is nigh.

MG Butterfield, 1863

It is my experience that bold decisions give the best promise of success. A bold operation is one in which success is not a certainty but which in case of failure, leaves one with sufficient forces in hand to cope with whatever situation may arise. A gamble, on the other hand, is an operation which can lead to either victory or to complete destruction of one's force.
General Erwin Rommel

The strongest, most generous, and proudest of all virtues is true courage.

Michel de Montaigne

'Tis true, that we are in great danger;
The greater therefore should our courage be.

William Shakespeare

Courage is a quality so necessary for maintaining virtue that it is always expected, even when it is associated with vice.

Samuel Johnson

Intelligence alone is not courage. We often see the most intelligent people are irresolute.

Carl von Clausewitz

I will not disgrace the soldier's arms, nor abandon the comrade who stands at my side; but whether alone or with many, I will fight to defend things sacred and profane. I will hand down my country not lessened, but larger and better than I have received it.

An Ancient Athenian Oath

Boldness is the true steel which gives the weapon its edge and brilliancy.

Carl von Clausewitz

The lion cannot protect himself from traps, and the fox cannot defend himself from wolves. One must therefore be a fox to recognize traps, and a lion to frighten wolves.

Machiavelli

Courage above all things is the first quality of the warrior.

Carl von Clausewitz

The Lord is my shepherd; I shall not want. He maketh me to lie down in green pastures. He leadeth me beside the still waters. He restoreth my soul; He leadeth me in the paths of righteousness for his name's sake. Yea, though I walk through the valley of the shadow of death, I will fear no evil; For thou art with me; Thy rod and thy staff they comfort me. Thou preparest a table before me in the presence of mine enemies: Thou anointest my head with oil; my cup runneth over. Surely goodness and mercy shall follow me all the days of my life: and I will dwell in the house of the Lord for ever.
Psalm 23

It is not the critic who counts, not the man who points out how the strong man stumbled or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again...who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at the least knows in the end the triumph of high achievement; and who, at the worst, if he fails, at least fails while doing greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.
Theodore Roosevelt

...The commander...finds himself in a constant whirlpool of false and true information, of mistakes committed through fear, through negligence, through haste; of disregard of his authority, either from mistaken or correct motives,...of accidents, which no mortal could have foreseen. In short, he is the victim of a hundred thousand impressions, most of which are intimidating, few of which are encouraging. By long experience of war, one acquires the sensitive perception (necessary) for quickly determining the (true) value of these incidents; high courage and stability of character stand proof against them...only an immense force of will...can conduct us to our goal.
Carl von Clausewitz

It is often overlooked by Junior officers that the same courage of convictions they consider so admirable in themselves is equally admirable when possessed by their senior leaders.
Major General Aubrey "Red" Newman

A brave captain is as a root, out of which, as branches, the
courage of his soldiers doth spring.
Sir Philip Sidney

An Army of Asses led by a Lion is vastly superior to an Army
of Lions led by an Ass.
General George Washington

I don't mind being called tough since I find in this racket
it's the tough guys who lead the survivors.
General Curtis LeMay

WAR

War is an ugly thing, but not
The ugliest of things; the
decayed and degraded state of
moral and patriotic feeling which
thinks that nothing is worth war
is much worse. A man who has
nothing for which he is willing
to fight; nothing he cares
about more than his own personal
safety; is a miserable creature
who has no chance of being
free, unless made and kept so
by the exertions of better men
than himself.
John Stewart Mill

The 'calculated risk' is an American concept which gives
mobility to the whole social structure. The phrase simply
means a willingness to embark deliberately on a course of
action which offers prospective rewards outweighing its
estimated dangers.
General Jimmy Doolittle

REFLECTIONS ON COMMITMENT

All that can be done with the soldier is to give him esprit de corps--i.e., a higher opinion of his own regiment than all the other troops in the country.
Frederick the Great

Esprit de corps thrives not only on success, but on hardships and adversity shared with courage and fortitude.
Major General Orlando Ward

Rank meant nothing. Money meant nothing. Yeager, when he ascended to the top of this pyramid, was a captain in the Air Force. Excellent performance of your duty as a military officer was everything; to Chuck Yeager, this was all that mattered. He told me at that time, "Everything I ever did I did for this blue suit," as he grasped the lapel of his blue Air Force officer's uniform.
Tom Wolfe, The Right Stuff

When it comes down to it, all that really matters after you have served your country as best you can, is your friends, family and your good name.
Vice Admiral Bill Lawrence

Thank God I have done my duty.
Lord Nelson - Last words dying in battle

There is before us the opportunity to build on that character that sets the soldiers of a free country apart - they fight in battle not because they are ordered to do so or because they possess an abiding hate, but because they love - their nation, their unit, their fellow soldiers, their families. But when any of those they hold sacred are violated, the soldier of a free country rises up with an unmatched anger and a determination to fight to win - and once victory is achieved, to return to an enduring peace.
LTG Henry Hatch

Character is the direct result of mental attitude. I believe that character is higher than the intellect. I believe that leadership is in sacrifice, in self-denial, in humility and in the perfectly disciplined will. This is the distinction between great and little men.
Vince Lombardi

We have been told, on leaving our native soil, that we were going to defend the sacred rights conferred on us by so many of our citizens settled overseas, so many years of our presence, so many benefits brought by us to populations in need of our assistance and our civilization. We were able to verify that all this was true, and, because it was true, we did not hesitate to shed our quota of blood, to sacrifice our youth and our hopes. We regreted nothing, but whereas we over here are inspired by this frame of mind, I am told that in Rome, factions and conspiracies are rife, that treachery flourishes, and that many people in their uncertainty and confusion lend a ready ear to the dire temptations of relinquishment and vilify our action. I cannot believe that all this is true and yet recent wars have shown how pernicious such a state of mind could be and to where it could lead. Make haste to reassure me, I beg you, and tell me that our fellow citizens understand us, support us and protect us as we ourselves are protecting the glory of the Empire. If it should be otherwise, if we should have to leave our bleached bones on these desert sands in vain, then beware of the anger of the legions. Marcus Flavinus, Centurion in the 2nd Cohort of the Augusta Legion

That's the whole challenge of life - to act with honor and hope and generosity, no matter what you've drawn. You can't help when or what you were born, you may not be able to help how you die; but you can - and you should - try to pass the days between as a good man...

Sam Damon, Once An Eagle

We must have 'character', which simply means that he knows what he wants and has the courage and determination to get it. He should have a genuine interest in, and a real knowledge of humanity, the raw materials of his trade, and, most vital of all, he must have what we call the fighting spirit, the will to win.

Field Marshal Sir A.P. Wavell

Leaders are the custodians of a nation's ideals, of the beliefs it cherishes, of its permanent hopes, of the faith which makes a nation out of a mere aggregation of individuals.

Walter Lippmann

Shrewd critics have assigned military success to all manner of things--tactics, shape of frontiers, speed, happily placed rivers, mountains or woods, intellectual ability, or the use of artillery. All in a measure true, but none vital. The secret lies in the inspiring spirit which lifted weary, footsore men out of themselves and made them march forgetful of agony...with an army it is the result of external impetus--leadership.
General George S. Patton, Jr.

I've made the points that leaders under pressure must keep themselves absolutely clean morally (the relativism of the social sciences will never do). They must lead by example, must be able to implant high-mindedness in their followers, must have competence beyond status, and must have earned their followers respect by demonstrating integrity.
Vice Admiral James Bond Stockdale

You have to lead men in war by bringing them along to endure and display qualities of fortitude that are beyond the average man's thought of what he should be expected to do. You have to inspire them when they are hungry and exhausted and desperately uncomfortable and in great danger. Only a man of positive characteristics of leadership with the physical stamina that goes with it can function under these conditions.
General George C. Marshall

A general may succeed for some time in persuading his superiors that he is a good commander; he will never persuade his army that he is a good commander unless he has the real qualities of one.
Field Marshal Sir Archibald P. Wavell

Neither bars nor stars make an officer. An individual becomes an officer only when he develops those inner qualities of honesty, self-sacrifice, and attention to duty that are always inherent to real leadership.
General Samuel D. Sturgis, Jr.

The true test of civilization is, not the census, nor the size of cities, nor the crops, but the kind of man the country turns out.
Ralph Waldo Emerson

The rifleman fights without promise of either reward or relief. Behind every river there's another hill and behind that hill, another river. After weeks or months in the line only a wound can offer him the comfort of safety, shelter, and a bed. Those who are left to fight, fight on, evading death but knowing that with each day of evasion they have exhausted one more chance for survival. Sooner or later, unless victory comes this chase must end on the litter or in the grave.

General Omar Bradley

When the famous English explorer, Sir Ernest Henry Shackleton, was preparing for one of his four voyages to the Antarctic, he was faced with the problem of finding men who were fit and willing to undertake the hazardous journey with him. Certain that the best way to reach the type of men he needed was through a challenge to man's deep-lying desire to prove himself, the explorer prepared the following ad for insertion in a London newspaper:

MEN WANTED
FOR HAZARDOUS JOURNEY, SMALL WAGES, BITTER
COLD, LONG MONTHS OF COMPLETE DARKNESS, CONSTANT
DANGER, SAFE RETURN DOUBTFUL. HONOR AND
RECOGNITION IN CASE OF SUCCESS.
SIR ERNEST SHACKLETON

His friends and advisors were shocked at the idea, and quickly pointed out that such brutal frankness would most likely ruin any hope for recruiting men to go along. Shackleton disagreed, certain in his own mind of what would appeal to the type of man he wanted. He sent the ad to the paper. He was right. Thousands of men answered and the explorer was able to select his crew from among them.

If you want to talk to men, it doesn't matter whether they are private soldiers or staff officers, if you want to talk to them as a soldier, and not as a politician, there are only two things necessary. The first is to have something to say that is worth saying, to know what you want to say; and the second, and terribly important thing, is to believe it yourself. Don't go and tell men something that you don't believe yourself, because they'll spot it and if they don't spot it at the time, they'll find out. Then you're finished.

Field Marshal Sir William Slim

Mental toughness is humility, simplicity, spartanism. And one other, love. I don't necessarily have to like my subordinates, but as a leader I must love them - love is loyalty - love is teamwork - love respects the dignity of the individual - heartpower is the strength of the organization.
Vince Lombardi

A subtle approach to the affection of our men is an interest in their families. Ask any soldier about his wife and children, he is delighted to tell his story and is greatly flattered by the interest which his commander shows. An occasional letter from an officer to a member of a soldier's family - describing the good work which the son is doing in the Army - will reverberate through the entire command, and the officer will make a lifelong friend of the soldier in question.
General Maxwell D. Taylor

We must always keep in mind that the Army must be prepared to fight; that fighting is tough; and that it takes strong and highly motivated soldiers to fight and live. This is the balance we must strike: Discipline and Motivation. We must build both. This is the heart of the Army. On this we cannot compromise.
General William Westmoreland

Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty. It is given him by them as he proves his possession of the other virtues. The doctrine of a blind loyalty to leadership is selfish and futile military dogma except in so far as it is ennobled by a higher loyalty in all ranks to truth and decency.
Brigadier General S.L.A. Marshall

Under combat conditions. [the American soldier] will reserve his greatest loyalty for the officer who is most resourceful in the tactical employment of his forces and most careful to avoid unnecessary losses.
Brigadier General S.L.A. Marshall

Discipline must be imposed, but loyalty must be earned--yet the highest form of discipline exists only when there is mutual loyalty, up and down.
Major General Aubrey "Red" Newman

There is a great deal of talk about loyalty from the bottom to the top. Loyalty from the top down is even more necessary and much less prevalent.
General George S. Patton, Jr.

Few men of all history have had the wholehearted support of their men to the extent that Robert E. Lee held the devotion of the Army of Northern Virginia....A large measure of his success was due to the fact that the [soldiers] knew that General Lee did his best to provide for their welfare. He was loyal to them and they were loyal to him. Soldiers...were comrades associated in the common enterprise of defeating the enemy and serving a cause to which they were all devoted...General Lee lived just as simply as they did.
General Maxwell D. Taylor

There's just three things I ever say. If anything goes bad, then I did it. If anything goes semi-good, then we did it. If anything goes really good, then you did it. That's all it takes.
Coach Paul "Bear" Bryant

Remember also that one of the prerequisite studies for an officer is man. Where your analytical geometry will serve you once, a knowledge of men will serve you daily. As a commander, to get the right man in the right place is one of the questions of success or defeat.
Admiral David G. Farragut

The people you're responsible for have got to know you care about their well-being. This has more to do with the success of an organization than anything else.
Lieutenant General James H. Merryman

The work of impressing upon the soldier the fact that his officers are interested in his welfare should start from the first day when he joins his unit and be continuous thereafter.
General Maxwell D. Taylor

If his behavior shows that in all things the enlisted man comes first, he will receive loyal, uncomplaining service from his men, without the grumbling and 'bitching' which are the merited lot of the selfish officer.
General Maxwell D. Taylor

The relation between officers and men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training, of the young men under their command.
General John S. LeJeune

You cannot expect a soldier to be proud if you humiliate him.
You cannot expect him to be brave if you abuse and cower him.
You cannot expect him to be strong if you break him.
You cannot ask for respect and obedience and willingness to assault hot LZs, hump back-breaking ridges, destroy dug-in emplacements if your soldier has not been treated with the respect and dignity which fosters unit esprit and personal pride.
General Melvin Zais

You can order people to come to work, but you can't order them to be excellent in what they do. Excellence on the production line or office floor is a matter of a 100 percent voluntary commitment. Getting that commitment is what identifies the superior manager.
Tom Peters

Second to honesty and courage of purpose, I would place an unselfish attitude as the greatest attribute of a leader...Place the care and protection of the men first: share their hardships without complaint and when the real test comes you will find that they possess a genuine respect and admiration for you. To do otherwise means failure at the crucial moment when the support of your men is essential to the success of the battle.
General Alexander M. Patch

The first thing a young officer must do when he joins the Army is to fight a battle, and that battle is for the hearts of his men. If he wins that battle and subsequent similar ones, his men will follow him anywhere: if he loses it, he will never do any real good.
Field Marshal Bernard L. Montgomery

The soldier is a man; he expects to be treated as an adult, not a schoolboy. He has rights; they must be made known to him and thereafter respected. He has ambition; it must be stirred. He has a belief in fair play; it must be honored. He has a need of comradeship; it must be supplied. He has imagination; it must be stimulated. He has a sense of personal dignity; it must be sustained. He has pride; it can be satisfied and made the bedrock of character once he has been assured that he is playing a useful and respected role. To give a man this is the acme of inspired leadership. He has become loyal because loyalty has been given to him.

General George C. Marshall

A leader is best when he is neither seen nor heard. Not so good when he is adored and glorified. Worst when he is hated and despised.

Anonymous

Fall to honor people, they will fall to honor you. But of a Great Leader, when his work is done, his aim fulfilled., the people will all say, "We did this ourselves."

Lao-Tzu

Upon this battle depends the survival of Christian civilization. Upon it depends our own British life and the long continuity of our institutions and our Empire. The whole fury and might of the enemy must very soon be turned on us. Hitler knows that he will have to break us in this island or lose the war. If we can stand up to him, all Europe may be free, and the life of the world may move forward into broad, sunlit uplands; but if we fall, then the whole world, including the United States, and all that we have known and cared for, will sink into the abyss of a new deary age made more sinister, and perhaps more protracted, by the lights of a perverted science. Let us therefore brace ourselves to our duty and so bear ourselves that if the British Empire and its Commonwealth lasts for a thousand years men will still say, 'This was their finest hour.'

Winston Churchill

PILGRIM'S PROGRESS

My sword I give to him that shall succeed me in my pilgrimage, and my courage and skill to him that can get it. My works and scars I carry with me, to be a witness for me that I have fought his battles who now will be my rewarder. So he passed over and all the trumpets sounded for him on the other side.

John Bunyon

ALAMO

24 February 1836

To the people of Texas and all Americans in the world. Fellow citizens and compatriots:

I am besieged by a thousand or more of the Mexicans under Santa Anna. I have sustained a continued bombardment for twenty-four hours and have not lost a man. The enemy have demanded a surrender at discretion; otherwise the garrison is to be put to the sword if the place is taken. I have answered the summons with a cannon shot and our flag still waves proudly from the walls.

I shall never surrender or retreat.

Then I call on you in the name of liberty, of patriotism, and everything dear to the American character to come to our aid with all dispatch. The enemy are receiving reinforcements daily and will no doubt increase to three or four thousand in four or five days. Though this call may be neglected, I am determined to sustain myself as long as possible and die like a soldier who never forgets what is due to his own honor and that of his country.
Victory or Death!

W. BARRET TRAVIS
Lieutenant Colonel
Commanding

P.S. The Lord is on our side.
When the enemy appeared
in sight, we had not
three bushels of corn
we have since found in
deserted houses, 80 or
90, bushels and get
into the walls 20 or
30 head of beeves.

When duty whispers low, thou must, -- you must reply, I can.
Ralph Waldo Emerson

THE FLAG

Here's to the red of it
There's not a thread of it,
No, nor a shred of it
In all the spread of it
From foot to head,
But heroes bled for it,
Faced steel and lead for it,
Precious blood shed for it,
Bathing in red!

Here's to the white of it
Thrilled by the sight of it,
Who knows to right of it
But feels the might of it
Through day and night?
Womanhood's care for it
Keeps it so white!

Here's to the blue of it
Beauteous view of it,
Heavenly hue of it,
Star-spangled dew of it
Constant and true;
Diadems gleam for it,
States stand supreme for it,
Liberty's beam for it
Brightens the blue!

Here's to the whole of it
Stars, stripes and pole of it,
Body and soul of it,
O, and the roll of it,
Sun shining through;
Hearts in accord for it,
Swear by the sword for it,
Thanking the Lord for it,
Red, white, and blue!!!

AMERICA

We love this country...warts and all. We love what it has been...what it is now... and even more...we love what America can be. We're lucky God chose us to spend our lives here...In return for that, we should pay our dues...Let's plan our lives in such a way that America will not forget what we chipped in along our ways..."

John Wayne

I AM AN AMERICAN

I owe you no apologies nor will I accept those apologies made for me by others. If you dislike me - you dislike me not for what I am but for what you are not. By my own sweat, I have created a lifestyle which I desire for all men. To the world I have shared my wealth and given my blood, not because of obligation - but by my free will. I have fed the hungry of the world. Many bit my hand; I used the other hand. I defeated my enemies in battle, then pulled them up from the ashes of defeat. Once strong, they again attacked; I turned the other cheek. Though I am strong, I have never used my strength to rule others. But do not misjudge me, I will not allow the fear of my own strength to become my weakness. If you wish to rise, I will give you a helping hand. But by the grace of God, and I'll first be damned, if I'll let you drag me down so that we may be equal.

D.Ault

There is no substitute for victory.
General Douglas MacArthur

In every battle there comes a time when both sides consider themselves beaten, then he who continues the attack wins.
General U.S. Grant

I do not know what is true. I do not know the meaning of the universe. But in the midst of doubt, in the collapse of creeds, there is one thing I do not doubt, that no man who lives in the same world with most of us can doubt, and that is that the faith is true and adorable which leads a soldier to throw away his life in obedience to the blindly accepted duty, in a cause which he little understands, in a plan of campaign of which he has no notion, under tactics which he does not see the use.

Oliver Wendell Holmes

On 7 July 1970, Captain John Alexander Hottell was strapped in a helicopter that was caught up in a tropical storm and slammed into a hillside in a remote mountain area of Vietnam. Shortly before, while commanding a company of the 1st Cavalry Division, he had written a sealed letter to his wife, Linda, which began:

I am writing my own obituary. . . (because) I am quite simply the last authority on my own death.

I loved the Army: it reared me, it nurtured me, and it gave me the most satisfying years of my life. Thanks to it I have lived an entire lifetime in 26 years. It is only fitting that I should die in its service. We all have but one death to spend, and insofar as it can have any meaning it finds it in the service of comrades in arms.

And yet, I deny that I died FOR anything - not my Country, not my Army, not my fellow man, none of these things. I LIVED for these things, and the manner in which I chose to do it involved the very real chance that I would die in the execution of my duties. I knew this and accepted it, but my love for West Point and the Army was great enough - and the promise that I would someday be able to serve all the ideals that meant anything to me though it was great enough - for me to accept this possibility as part of the price which must be paid for all things of great value. If there is nothing worth dying for - in this sense - there is nothing worth living for.

The Army let me live in Japan, Germany, and England, with experience in all of these places that others only dream about...I have climbed Mount Fuji, visited the ruins of Athens, Ephesus, and Rome...and earned a master's degree in a foreign university. I have known what it is like to be married to a fine and wonderful woman and to love her beyond bearing with the sure knowledge that she loves me; I have commanded a company and been a father, priest, income-tax advisor, confessor, and judge to 200 men at a time; I have played college football and rugby, won the British National Diving Championship two years in a row, boxed for Oxford against Cambridge only to be knocked out in the first round...I have been an exchange student at the German Military Academy, and gone to the German Jumpmaster School. I have made thirty parachute jumps from everything from a balloon in England to a jet at Fort Bragg. I have written an article for Army magazine, and I have studied philosophy.

I have experienced all these things because I was in the Army and because I was an Army brat. The Army is my life, it is such a part of what I was that what happened is the logical outcome of the life I have lived. I never knew what it was to fail, I never knew what it is to be too old or too tired to do anything. I lived a full life in the Army, and it has exacted the price. It is only just.

LEADERSHIP BY EXAMPLE

In the Normandy invasion, a young commander of paratroopers, LTC Edward S. Krause, was given the task of capturing a main enemy communications center. Three hours before the take-off he assembled his battalion, held a small American flag in front of them, and said "This was the first flag raised over the city of Naples. You put it there. I want it to be the first flag raised over a liberated town in France. The mission is that we will put it up in Ste. Mere Eglise before dawn. You have only one order - to come and fight with me wherever you land. When you get to Ste. Mere Eglise, I will be there." The assignment was kept. Next morning, Krause and his men raised the flag together, even before they had completed the capture of the town. As Americans go, they were extremely rugged individualists. But they were proud of every line in that story.

I am the resurrection and the life: He who believes in me, though he die, yet shall he live, and whoever lives and believes in me shall never die.

John 11:25-26

"...He's going to go a long, long way," she declared, pointing her finger. "Massengale. You wait and see."
"He studied her evenly. You're absolutely right. He will. He's got all the qualities needed. All but one." Sam tapped his heart with two fingers. "He doesn't care enough. About people. There's something lacking there, some funny little -- lack...He doesn't think people are important. Not desperately important, I mean. More important than thrones and symphonies and triumphal arches."
"My God, Sam. You just said you only met him once before this..."
"That's all a man needs, most of the time."

An exchange between Tommy and Sam Damon, Once An Eagle

27th Infantry Division
Office of the Commanding General
Fort Ord, California

27 February 1942

The Honorable Clinton P. Anderson, M.C.
House of Representatives

Dear Mr. Anderson:

Your letter of February 17, to the Adjutant General, concerning Private Robert H. Lister, Company A, 165th Infantry, has been sent to me.

You state:

"I am wondering if there has been some mistake in his assignment to Fort Ord."

"Robert Lister has had a fine education, has a Masters Degree, is about ready for a Doctor's Degree, is an expert Spanish student, a skilled archeologist, and has been an instructor at the University of New Mexico."

In this division of 22,000 men, I receive many letters similar to yours from parents, relatives, friends and sweethearts. They do not understand why the man who had a good law practice at home cannot be in the Judge Advocate Generals Department, why the drug store manager cannot work in the post hospital, why the school teacher cannot be used in educational work. They are willing for someone else to do the hard, dirty work of the fighting man so long as the one they are interested in can be spared that duty.

If doctors in the future are to have the privilege of practicing their profession, if archaeologists are to investigate antiquity, if students are to have the privilege of taking degrees, and professors the privilege of teaching in their own way, somebody must march and fight and bleed and die and I know no reason why students, doctors, professors, and archaeologists shouldn't do their share of it.

You say, "It strikes me as too bad to take that type of education and bury it in a rifle squad," as though there were something low or mean or servile being a member of a rifle squad and only morons and ditch diggers should be given such duty. I know of no place red blooded men of intelligence and initiative are more needed than in the rifle or weapons squad.

In this capacity, full recognition is given to the placing of men so that they may do the work most beneficial to the unit of which they are a part. Whenever men are needed for a particular duty, the record of all men having the required skills and qualifications are considered. I have examined the records of Private Lister and it is fairly complete. I know he holds the 100-yard dash and broad jump records in the Border Conference; that he was president of his fraternity; that his mother was born in Alabama and his father in Michigan; that his father lives at the Burlington Hotel in Washington and I suspect asked you to do what

you could to get his son on other duty.

It is desirable that all men, regardless of their specialty, shall learn by doing; how hard it is to march with a pack for 20 miles; how to hold their own in bayonet combat; and how to respect the man who really takes it, namely the private in the rifle squad.

If Private Lister has special qualification for intelligence duty, he will be considered when a vacancy occurs in a regimental, brigade, or division intelligence section. You can't keep a good man down in the Army for long. Every commander is anxious to get hold of men with imagination, intelligence, initiative, and drive.

Because you may think I'm a pretty good distance from a rifle squad, I should like to tell you I have a son on Bataan peninsula. All I know of him is that he was wounded on January 19. I hope he is back by now where the rifle squads are taking it, and I wish I were beside him there.

I have written you this long letter because in your high position you exercise a large influence on what people think and the way they regard the Army. It is necessary for them to understand men must do that which best helps to win the war and often that is not the same as what they do best.

Sincerely yours,

RALPH T. McPERNELL
Brig Gen, USA
Commanding

When a soldier was injured and could not get back to safety, his buddy went out to get him, against his officer's orders. He returned mortally wounded and his friend, whom he had carried back, was dead.

The officer was angry. "I told you not to go," he said. "Now I've lost both of you. It was not worth it."

The dying man replied, "But it was, Sir, because when I got to him he said, 'Jim, I knew you'd come.'"

Leslie D. Weatherhead

PRESS ON

Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of education derelicts. Persistence and determination alone are omnipotent.

CIB THE MAN WITH THE RIFLE

Men may argue forever on what wins wars,
And welter in cons and pros,
And seek for their answer at history's doors,
But the man with the rifle knows.
He must stand on the ground on his own two feet,
And he's never in doubt when it's won.
If it's won he's there; if he's not, it's defeat.
That's his test, when the fighting is done.
When he carries the fight, it's not with a roar
Of armored wings spitting death.
It's creep and crawl on the earthen floor,
Butt down and holding his breath.
Saving his strength for the last low rush,
Grenade throw and bayonet thrust;
And the whispered prayer, before he goes in,
Of a man who does what he must.
And when he's attacked, he can't zoom away,
When the shells fell the world with their sound,
He stays where he is, loosens his spade,
And digs his defense in the ground.
That ground isn't ours till he's there in the flesh,
Not a gadget or a bomb but a man.
He's the answer to theories, which startin afresh,
With each peace ever since war began.
So let the wild circle of arguments rage
On what wins, as war comes and goes,
Many new theories may hold the stage
But the man with the rifle knows.

A week before the battle of Bull Run, Sullivan Ballou, a Major in the Second Rhode Island volunteers wrote home to his wife in Smithfield...

July 14 1861
Washington DC

Dear Sarah,

The indications are very strong that we shall move in a few days, perhaps tomorrow. Unless I shall not be able to write you again, I feel impelled to write a few lines that may fall under your eye when I'm no more. I have no misgivings about or lack of confidence in the cause in which I am engaged and my courage does not halt or falter. I know how American Civilization now leans upon the triumph of the government and how great a debt we owe to those who went before us through the blood and suffering of the revolution. And I am willing, perfectly willing, to lay down all my joys in this life to help maintain this government and to pay that debt.

Sarah, my love for you is deathless. It seems to bind me with mighty cables that nothing but omnipotence can break. And yet, my love of country comes over me like a strong wind and bares me irresistibly with all those chains to the battle field. The memory of all the blissful moments I've enjoyed with you come crowding over me and I feel most deeply grateful to God and you that I've enjoyed them for so long. And how hard it is for me to give them up and burn to ashes the hopes of future years, when God willing we might still have lived and loved together and see our boys grown up to honorable manhood around us.

If I do not return, my dear Sarah, never forget how much I loved you nor that when my last breath escapes me on the battle field, it will whisper your name. Forgive my many faults and the many pains I have caused you. How thoughtless, how foolish I have sometimes been. But oh Sarah, if the dead can come back to this earth and flit unseen around those they love, I shall always be with you in brightest day and the darkest night--always, always. And when the soft breeze fans your cheek, it shall be my breath or the cool air on your throbbing temple, it shall be my spirit passing by. Sarah, do not moan me dead, think I am gone and wait for me, for we shall meet again.

Sullivan Ballou

Sullivan Ballou was killed a week later at the battle of Bull Run.

COMMANDER'S PRAYER

Well, it's been a long time since we talked, Lord.
Guess you'd just about given up on me.
I think it was at Go Dau Ha, wasn't it?
I sure prayed a lot that day...
He was so young.
I was young too, I guess.

Now I wouldn't blame you
If you don't want to hear me out.
But I want you to know
I'm not asking anything for myself.
I'll play my hand the way it's dealt.

It's the soldiers, Lord.
I need your help taking care of them.
I find I can't handle this one by myself.
Just look at 'em--young and earnest.
They work hard and do anything I ask.
And our business is so dangerous.

If we fight on my watch,
It's gonna be as hard and fast
As I can make us go.
I pray our cause be just.
We must train to be ready now.
They'll be safer that way.
They need to be hard and fast in peacetime too.

But I worry for them so,
And can't bear to see them hurt.
Help me see and check and teach
The things that might go wrong.
I need your help tonight
As we prepare to roll.
Please keep these men safe.

There is a destiny that makes us brothers
None goes his way alone
All that we give to the lives of others
Comes back into our very own
Ralph Waldo Emerson

FIDDLERS' GREEN

Halfway down the trail to hell,
In a shady meadow green,
Are the souls of all dead troopers camped
Near a good old-time canteen,
And this eternal resting place
Is known as Fiddlers' Green.
Marching past, straight through to hell,
The infantry are seen,
Accompanied by the engineers,
Artillery and marine,
For none but the shades of cavalrymen
Dismount at Fiddlers' Green.
Though some go curving down the trail
To seek a warmer scene,
No trooper ever gets to hell
Ere he's emptied his canteen,
And so rides back to drink again
With friends at Fiddlers' Green.
And so when man and horse go down
Beneath a saber keen,
Or in a roaring charge of fierce melee
You stop a bullet clean,
And the hostiles come to get your scalp,
Just empty your canteen,
And put your pistol to your head
And go to Fiddlers' Green.

The soldier's heart, the soldier's spirit, the soldier's soul, are everything. Unless the soldier's soul sustains him, he cannot be relied on and will fail himself and his command and his country in the end. It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory. Morale is a state of mind. It is steadfastness, and courage, and hope. It is confidence and zeal and loyalty. It is elan, esprit de corps, determination. It is staying power, the spirit which endures in the end....the will to win. With it all things are possible; without it everything else, planning, preparation, and production, count for naught.
General George C. Marshall

HE WHO WOULD COMMAND

Decision of character is one of the most important of human qualities, philosophically considered. Speculation, knowledge, is not the chief end of man; it is action. We may, by a fine education, learn to think most correctly, and talk most beautifully; but when it comes to action, if we are weak and undecided, we are of all beings the most wretched. All mankind feel themselves weak, beset with infirmities, and surrounded with dangers; the acutest minds are the most conscious of difficulties and dangers. They want, above all things, a leader with that boldness, decision, and energy, which with shame they do not find in themselves. "Give us the man," shout the multitude, "Who will step forward and take the responsibility." He is instantly the idol, the lord, and the king among men. He then who would command among his fellows, must excel them more in energy of will than in power of intellect.

Charles Burnap

"No sweat, sir. You can count on me.. We'll stop them."

Last words of SP4 James K Stoddard
as he lay bleeding out. And he knew it.

26 Feb 1968 - Hill 614

Red Hat Six, this is Ghost Rider Two-Seven. I'm sorry I won't be able to help you any more today. I'm gut shot. I'll have to leave you now. Hang on and good luck.

Radio Transmission from helicopter pilot
to an Army captain and his unit fighting the
174th and 66th NVA Regiments -

27 Feb 1968 - Hill 614

It don't mean nothin'.

Words of SP4 Henry Lawrence when told his unit was
surrounded by 66th and 174th NVA Regiments -

26 Feb 1968 - Hill 614

I'm dying, ain't I, Sarge? I'm dying, ain't I, Sarge?

Last words of radio operator SP5 Paul Speerry, spoken to SFC
Herbert LLOYD - 17 Sep 1962 - Near village of Bau Tron

Look out, they're coming.

Last words of Cpt. Don J. York, after 33rd vietnamese
airborne rifle company was caught in vehicle ambush near Ben
Suc - 14 Jul 1962

In order for the tree of liberty to survive it must be
watered by the blood of its patriots of each generation.
Thomas Jefferson

Go tell Sparta that we died here obedient to her laws.
Leonadius

Many of the wounded will not live until morning.
Last words of CPT (Dr) Nguyen Se Twan - 18 Mar 1968 - Near
Lang Ve Special Forces camp

This is Red Hat Eight-One, we need a medevac bad, three
soldiers are hurt bad by a mine and my legs are blown off.
Tell them to hurry!
Last words of 1st Lt "Chuck" Hemingway

I know, I'll be careful, but they need this machine gun up
front.
Last words of 1st Lt Bob Arvin , 5 Sep 1967 - north of Hue,
near PK 17

I can see you, you are coming up on our left. Be careful,
they have a 57 recoilless in the brown building.
Last words of CPT Terry Sage, killed by 57 recoilless fire
in JCS Compound, Saigon - 2 Feb 1968

The heart and soul of the soldier is the key.
Du Picq

God and the soldier, we adore in time of danger, not before;
the danger passed and all things righted, God is forgotten,
and the soldiers slighted.
Unknown

Special Orders to No. 1 Section 13/3/18

1. This position will be held, and the section will remain there until relieved.
2. The enemy cannot be allowed to interfere with this programme.
3. If this section cannot remain here alive, it will remain here dead, but in any case it will remain here.
4. Should any man, through shell shock or other cause, attempt to surrender, he will remain here dead.
5. Should all guns be blown out, the section will use Mills grenades and other novelties.
6. Finally, the position, as stated, will be held.

F. P. Bethune, Dr.
O/C No. 1 Section

Orders from an Australian Lieutenant in World War I, serving in France. The position held.

After returning to camp, Forrest was examining a saber he had taken at Trenton. We noticed that, in keeping with time-honored custom, it was sharpened only at the point. He called an orderly and put him to turning a grindstone while he sharpened the blade to razor keenness along its entire length. An officer with years of service in the regular army was appalled at this. Screwing up his courage, he protested to Forrest that what he was doing was in violation of all military precedent. Forrest transfixed the officer with a cold, emotionless stare for a few moments and then said, "war means fightin', and fightin' means killin'." Then he turned back to the slowly revolving grindstone.
Military Review, March 1975

And Jesus said of the centurion--"Never have I seen such faith, no not in all Israel!"
Luke 7:1-10

America! America! God shed his grace on thee.
America the Beautiful by Katherine L. Bates

We and us-not I or me.
Gen Cavazos

The chief sinew of war is the SPIRIT of the army.
Leo Tolstoy

God grants liberty only to those who love it and are always ready to guard and defend it.
Daniel Webster

Who is here so vile that will not love his country.
Shakespeare - Julius Caesar

The laurel of victory in battle can be won by the bayonet and the war-cry. When your shot is exhausted, knock down the enemy with the stock of your rifle. If the rifle stock be broken, bite with your teeth.
Military Reader of Russia

Let every nation know, whether it wishes us well or ill,
that we shall pay any price, bear any burden, meet any
hardship, support any friend, oppose any foe, to assure the
survival and success of liberty.
President John F. Kennedy

Seniors not superiors.
General Cavazos

A man who will not protect this freedom does not deserve to
be free.
General Douglas MacArthur

Tell them that this affair must hang in suspense no longer;
sweep the field with the bayonet.
General Stonewall Jackson at Gaines Mill

Duty, Honor, Country
West Point motto

Let our object be, our country, our whole country, and
nothing but our country.
Daniel Webster

The commander must try, above all, to establish personal and
comradely contact with his men, but without giving away an
inch of his authority.
Field Marshal Erwin Rommel

Only the dead have seen the end of war.
Plato

Coupled with self-control, consideration and thoughtfulness
will carry a man far. Men will warm toward a leader when
they come to believe that all the energy he stored up by
living somewhat within himself is at their service. But
when they feel that this is not the case, and that his
reserve is simply the outward sign of a spiritual
miserliness and concentration on purely personal goals, no
amount of restraint will ever win their favor.
Brigadier General S.L.A. Marshall

Buford took off his hat, looked up to the stars, he said to John Reynolds, "Well, John, we held the ground." He wiped his eyes. He thought: have to get some more lieutenants. Then he rode off down the hill into the black beneath the trees."

BG John Buford, Late 1 July 1863, Killer Angels

There are no monuments on Hill 402 - like at Bunker Hill, Gettysburg, or Normandy, -- but there is no difference in the valor displayed by American fighting men there and in a thousand other forgotten locations. The difference lies only in that most Americans chose to forget.
Unknown

There are those who contend that the best strategist is the commander most distantly removed from his troops . . . The strategist. . . cannot be infected by compassion for his troops. . . But because war is as much a conflict of passion as it is of force, no commander can become a strategist until first he knows his men. Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command.
General Omar N. Bradley

With the monstrous weapons man already has, humanity is in danger of being trapped in this world by its moral adolescents. Our knowledge of science has clearly outstripped our capacity to control it. We have many men of science; too few men of God. We have grasped the mystery of the atom and rejected the Sermon on the Mount. Man is stumbling blindly through a spiritual darkness while toying with the precarious secrets of life and death. The world has achieved brilliance without wisdom, power without conscience. Ours is a world of nuclear giants and ethical infants. We know more about war than we know about peace, more about killing than we know about living. This is our twentieth century's claim to distinction and to progress.
General Omar N. Bradley

Years wrinkle the skin, but to give up enthusiasm wrinkles the soul.
Sam Ullman

Do your duty in all things, you can not do more, you should
never wish to do less.
General Robert E. Lee

A Soldier

He is that fallen lance that lies as hurled,
that lies unlifted now -- come dew, come rust.
But still lies pointed as it plowed the dust.
If we who sight along round the world
see nothing worthy to have been its mark,
it is because, like men, we look too near.
Forgetting that as fitted to the sphere,
our missiles always make too short an arc.
They fall; they rip the grass; they intersect the curve of
earth. They make us cringe from metal point on stone.
But this we know: the object that tripped the body
shot the spirit on, further than target ever showed or
shone.

Robert Frost

General, I will take the works or fall in the attempt.
Cleburne

SAMURAI CODE OF HONOR

I have not parents; I make heaven and earth my parents.
I have no magic power; I make inward strength my magic.
I have no armor; I make righteousness my armor.
I have no body; I make fortitude by body.
I have no design; I make opportunity my design.
I have no friends; I make immovable mind my friend.
I have neither life nor death; I make the eternal my life
and death.

Where my soldiers are, there also will I be.
Charles XII of Sweden

God will look you over, not for medals, diplomas, or
degrees, but for scars.
Edward Sheldon

There was a fellow who. . .dropped out of grade school. Ran a country store. Went broke. Took 15 years to pay off his bills. Took a wife. Unhappy marriage. Ran for House. Lost twice. Ran for Senate. Lost twice. Delivered a speech that became a classic. Audience indifferent. Attacked daily by the press and despised by half the country. He signed his name A. Lincoln.
Anonymous

It is a mind which seeks to anticipate and prepare for every eventuality. It is a mind capable of dealing brilliantly with the special problems which concern the military security of the nation. It is a mind conditioned by courage, by a tradition of selfless service, by the highest standards of character. It is, in short, a mind which measures every action by the yardstick of Duty - Honor - Country.
Robert T. Stevenson

There is, in my opinion, such a thing as the military mind. Scholars of preconceived opinion and little merit, knee-jerk commentators, and people given to gossip-column analysis have used this term in a pejorative sense. I do not....There is a legal mind, and there should be. There is a medical mind, and there should be. There is a historical mind, and there should be. . .Just so, there is also a military mind. It seems to me both a logical and professional imperative that military officers develop specific habits of thought, analysis, and problem-solving, special forms of discipline, and trained professional responses to issues affecting the national defense and national security. So in a positive sense, there needs to be a military mind.
LTG DeWitt Smith

There are only two powers in the world. . .The sword and the spirit. In the long run, the sword is always defeated by the spirit.
Napoleon

Liberty means responsibility. That is why most men dread it.
George Bernard Shaw

Show me a good loser and I'll show you a loser.
Paul "Bear" Bryant

What you cannot enforce, do not command.
Sophocles

Principles of successful commanders in relation with their troops:

He should give praise where praise is due, ungrudgingly by word of mouth or written order.

He should show himself as frequently as possible to his troops and as impressively as possible.

He should never indulge in sarcasm, which is being clever at someone else's expense and always offends.

He should tell his soldiers the truth, save when absolutely necessary to conceal plans.

General Sir Archibald Wavell

The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon, and he is supposed to know how to perform all the duties expected of him. The American soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.

General Omar N. Bradley

And is anything more important than that the work of the soldier should be well done?

Plato

If a man does not know to what port he is steering, no wind is favorable.

Seneca

Follow the white plume on my helmet.

Henri of Navarre

People are afraid of a leader who has no sense of humor. They think that he is not capable of relaxing, and as a result of this there is a tendency for the leaders to have a reputation for pomposity, which may not be the case at all. Humor has a tendency to relax people in times of stress.
General Louis H. Wilson

Discipline begins in the wardroom. I dread not the seamen. It is the indiscreet conversations of the officers and their presumptuous discussions of the orders they receive that produce all our ills.
Lord St. Vincent

There is only one sort of discipline--perfect discipline. If you do not enforce and maintain discipline, you are potential murderers.
General George S. Patton, Jr.

No sane man is unafraid in battle, but discipline produces in him a form of vicarious courage.
General George S. Patton, Jr.

Be an example to your men, both in your duty and in private life. Never spare yourself, and let the troops see that you don't, in your endurance of fatigue and privation. Always be tactful and well mannered and teach your subordinates to be the same. Avoid excessive sharpness or harshness of voice, which usually indicates the man who has shortcomings of his own to hide.
Field Marshal Erwin Rommel

If you can't get them to salute when they should salute and wear the clothes you tell them to wear, how are you going to get them to die for their country?
General George S. Patton, Jr.

All sciences have principles and rules, war has none.
Saxe

Discipline is preferred to numbers.
Vegetius

Leadership is intangible, and therefore no weapon ever designed can replace it.
General Omar N. Bradley

Discipline is simply the art of inspiring more fear in the soldiers of their officers than of the enemy.
Helvetius

Discipline is the soul of an army. It makes small numbers formidable, procures success to the weak, and esteem to all.
George Washington

After the organization of troops, military discipline is the first matter that presents itself. It is the soul of armies. If it is not established with wisdom and maintained with unshakable resolution you will have no soldiers.
Marshal Comte de Maurice Saxe

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.
Major General John M. Schofield

The strength of an army lies in strict discipline and undeviating obedience to its officers.
Thucydides

Discipline is teaching which makes a man do something which he would not, unless he had learnt that it was the right, the proper, and the expedient thing to do. At its best, it is instilled and maintained by pride in oneself, in one's unit, in one's profession; only at its worst by a fear of punishment.
Field Marshal Sir Archibald P. Wavell

For most men, the matter of learning is one of personal preference. But for Army officers, the obligation to learn, to grow in their profession, is clearly a public duty.
General Omar N. Bradley

The great use of life is to spend it for something that will outlast it.

William James

Bad will be the day for every man when he becomes absolutely content with the life that he is living, with the thoughts that he is thinking, with the deeds he is doing, when there is not forever beating at the doors of his soul some great desire to do something larger, which he knows that he was meant and made to do, because he is still, in spite of all, the child of God.

Phillips Brooks

The vocation of every man and woman is to serve other people.

Leo Tolstoy

Only the confidence which results from real achievement is of value.

William K. Harrison

In time of war there are two alternatives, either you are the hammer or you will be made in to the anvil.

General von Hindenberg

As for me, give me liberty or give me death.

Patrick Henry

Americans would rather die on their feet than live on their knees.

Franklin D. Roosevelt

REFLECTIONS ON COMPETENCE

GRANT'S INFLUENCE

Yet there was a change, and before the men felt it. There was a perceptible tightening up, as if someone who meant business had his hands on the reins now...Orders went forth to corps and division commanders to make a radical cut in the number of men who were borne on the returns as "on special duty."...Where equipment had been lacking it suddenly materialized. Men found that they were working harder now than in the past. Subtlety, but unmistakably, an air of competence and preparation were manifest... All in all, it was as a New England soldier wrote; "We all felt at last that the boss had arrived."
Bruce Catton A Stillness at Appomattox

I cannot trust a man to control others who cannot control himself.
General Robert E. Lee

The first step in motivating soldiers is to tell them the reason why.
General Bruce C. Clarke

Men willingly take orders to die only from those they regard as superior beings.
Theodore R. Fehrenbach

If officers desire to have control over their commands, they must remain habitually with them, industriously attend to their instruction and comfort, and in battle lead them well.
General Thomas J. "Stonewall" Jackson

An ingredient as essential as leadership to a free society...is what I would like to refer to as "followership." To me, "followers" are the backbone of any great nation or organization, for without loyal, dedicated "followers," there can be no effective leaders. And without effective leaders, no viable organization could survive.
General P.X. Kelly

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.
Walter Lippmann

The principles of leadership in the military are the same as they are in business, in the church and elsewhere: a. Learn your job. b. Train your people. c. Inspect frequently to see that the job is being done properly.
Admiral Hyman G. Rickover

Remember that leaders aren't made leaders because they are college graduates. Leaders are invariably made leaders because they are caring and concerned about people.
SP4 Mickey Howen

Leadership and learning are indispensable to each other.
John F. Kennedy

Optimism is axiomatic with leadership. And in those grave days and hours (late 1942), four words from MacArthur meant as much to me as a new squadron of airplanes. Those words were: "George, we'll do it." That attitude breeds victory and success.
General George Kenney

Over 2400 years ago, the Greek Historian Herodotus wrote "History of the Persian Wars" so that men's actions may not be effected by time nor the great and wondrous deeds or the Greeks be deprived of renown. Since that time countless writers have attempted to capture the essence of the great captains. In virtually every case great leaders have been those who gave extra effort and sought out challenge in all forms. There are no short cuts and sadly no easy ways to selfless leadership. Leadership is to be learned from experience and from study, toil, trial and error. The good things in life are worth striving for and nothing is more rewarding than leading soldiers.
General Robert Kingston

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.
General George S. Patton

GENERAL PATTON'S SPEECH TO THE THIRD ARMY
JUST BEFORE THE NORMANDY INVASION

The Corps Chaplain gave the invocation while the men stood with bowed heads, asking divine guidance for the great Third Army so that they might speed victory to enslaved Europe. Major General Cook then introduced Lieutenant General Simpson, whose Army was still preparing for their part in the war.

"We are here," said General Simpson, "to listen to the words of a great man. A man who will lead you into whatever you might face, with heroism, ability, and foresight. A man who has proved himself amid shot and shell. My greatest hope is that someday soon, I will have my own great army fighting with him, side by side."

General Patton arose and strode swiftly to the microphone; the men snapped to their feet and stood silently. Patton surveyed them grimly. "Be seated," he said. The words were not a request but a command. The General's voice rose high and clear, "Men, this stuff you heard about Americans wanting to stay out of this war and not wanting to fight, it is a lot of bullshit. Traditionally, Americans love to fight. All real Americans love the sting of battle. When you were kids, you all admired the champion marble player, the fastest runner, the big league ball players, the toughest boxers. The American loves a winner and cannot tolerate a loser. Americans despise cowards, Americans play to win all the time. I wouldn't give a hoot for a man who lost and laughed. That's why Americans have never lost and will never lose a war, for the very thought of losing is hateful to an American."

He paused and looked over the silent crowds. "You are not all going to die. Only two percent of you here, in a major battle would die. Death must not be faced. Every man is frightened at first in battle. If he says he isn't, he is a God damn liar. Some men are cowards, yes, but they fight just the same or get the hell scared out of them watching men who do fight and who are just as scared as they. The real hero is the man who fights, some take hours, for some, it takes days. The real man never lets the fear of death overpower his honor, his duty to his country, and his innate manhood. All through your career of Army life, you men have bitched about what you all this chicken shit drilling. That is all for one reason, instant obedience to orders and it creates instant alertness. I don't give a damn for a man who is not always on his toes. You men are veterans or you wouldn't be here. You are ready. A man, to continue breathing, must be alert at all times. If not, sometime, some German son-of-a-bitch will sneak up behind him and beat him to death with a sack full of shit."

The men roared. Patton's grim expression did not change. "There are 400 neatly marked graves somewhere in Sicily," he cried. "All because one man went to sleep on his job." He paused and the men grew silent. "But they are all German graves," he said softly, "for we caught the bastards asleep before they knew it."

The General clenched the microphone tight, his jaw out-thrust. "An Army is a team; lives, sleeps, eats, and fights as a team. The individual heroic stuff is a lot of crap. The billious bastard who wrote that kind of stuff for the Saturday Evening Post didn't know

anymore about real battle than he did about fucking."

The men slapped their legs and rolled with glee. This was the old boy as they imagined him to be, and in rare form too.

"We have the finest food, the finest equipment, best spirited men in the world," Patton bellowed. He lowered his head, shook it pensively. Suddenly, he slapped his hand and facing the men belligerently said, "Why, by God, I actually pity those son-of-a-bitches we are going up against; by God, I do." The men clapped and howled delightedly. There would be many a barracks tale about the old man's choice phrases. This would become a part of a parcel of the Third Army history.

"My men don't surrender," Patton continued, "I don't want to hear of a soldier under my command getting captured unless he is hit. Even if you are, you can still fight back. This is not bullshit either. The kind of man I want is like a lieutenant Libya who, with a luger against his chest, jerked his helmet off, swept the gun aside with the other, and busted the hell out of the Boche with the helmet. Then he jumped on the bum and went and killed another German. By this time, the man has bullet through his chest. That is a man for us."

He halted and the crowd waited. "All the real heroes are not story book combat fighters either," he went on. "Every man in the army plays a vital part. Every little job is essential to the whole scheme. What if every tank driver suddenly decided that he didn't like the whine of shell and turned yellow and jumped headlong into a ditch? What if every man said, 'They won't miss just one man in thousands.' What if every man said that? Where in the hell would we be now? No, thank God, Americans don't say that. Every man, every department every unit is important to the vast scheme of things. The ordnance men are needed to supply the guns, the QM to bring up the food and the clothes for us, for where we are going, there isn't a hell of a lot for us to steal. Every man in the mess hall, even the one who heats the water to keep us from getting diarrhea, has a job to do. Even the Chaplain is important, for if we get killed and he isn't there to bury us, we would all go to hell. Each man must think for not only himself, but think of his buddy fighting beside him. We don't want yellow cowards in this army, to go back to the States after the war and breed more like them. The brave will breed brave men. One of the bravest men I saw in the African campaign was one of the fellows I saw on top of a telegraph pole in the midst of furious fire while we were plowing toward Tunis. I stopped and asked him what in the hell he was doing there at a time like that." He answered, 'Fixing the wire, Sir.' "Isn't it a little unhealthy right now?" I asked. He answered, "Yes, Sir, but this goddamn wire has got to be fixed."

"You should have seen those trucks on the road to Cebes. The drivers were magnificent. All day they drove along those son-of-a-bitching roads, never stopping, never diverting from their course, while shells burst all around them. We got through of good American guts. Many of the men drove over 40 consecutive hours."

The General paused, staring challengingly out over the silent seas of men. You could hear a pin drop anywhere on the vast hillside. The only sound was the breeze stirring the leaves and the animated chirping of the birds in the branches off to the

General's left.

"Don't forget," Patton barked, "you don't know I'm here at all. No words of the fact are to be mentioned in any letter. The world is not supposed to know what the hell they did to us. I'm not supposed to be commanding this Army. I'm not supposed to be in England. Let the first bastards to find out be the goddamn Germans. Some day, I want them to rise up on their hind legs and howl, 'Jesus Christ! It's the Goddamn Third Army and that son-of-a-bitch Patton again.'"

"We want to get the hell over there," Patton yelled. "We want to get over there and clean the goddamn thing up. Then, we'll have to take a little jaunt against the purple pissing Japanese and clean their nest out before the Marines get all the credit."

The crowd laughed and Patton continues quietly, "Sure we all want to get home. We want this thing over with, but you can't win a war lying down. The quickest way to get it over is to go get the bastards. The quicker they are whipped, the quicker we go home. The shortest way home is through Berlin. There is one thing you will all be able to say when you go home. You may thank God for it, thank God that at least thirty years from now, when you are sitting around the fireside with your brat on your knee, and he asks you what you did in the Great War II, you don't have to say 'I shoveled shit.'"

To every thing there is a season, and a
time to every purpose under the heaven;
A time to be born, and a time to die; a
time to plan, and a time to pluck up
that which is planted.
A time to kill, and a time to heal; a
time to break down, and a time to build up.
A time to weep, and a time to laugh; a
time to mourn, and a time to dance;
a time to cast away stones, and a
time to gather stones together; a
time to embrace, and a time to refrain
from embracing.
A time to get and a time to lose; a
time to keep, and a time cast away;
a time to rend, and a time to sew;
time to deep silence, and a time to speak;
a time to love, and a time to hate;
a time of war, and a time of peace.
Ecclesiastes 3:1-8

When in war, men must die, they can't be managed to their
deaths, they must be led.
Colonel Mike Malone

60% of the art of command is the ability to anticipate.
BG S.L.A. Marshall

Example is the best general order.
MG George Crook

I find at least five qualities of a good boss in the counsel
Solomon offers: a clear mind, a cheerful disposition, a
discreet mouth, keen judgment, and a humble spirit.
Charles R. Swindoll

Be courteous to all, but intimate with few; and let those
few be well tried before you give them your confidence.
George Washington

Example, whether it be good or bad, has a powerful
influence, and the higher in rank the officer is, who sets
it, the more striking it is.
George Washington

TREES

I think that I shall never see
A poem lovely as a tree
A tree whose hungry mouth is prest
Against the earth's sweet flowing breast;
A tree that looks at God all day
And lifts her leafy arms to pray;
A tree that may in summer wear
A nest of robins in her hair;
Upon whose bosom snow has lain;
Who intimately lives with rain.
Poems are made by fools like me,
But only God can make a tree.

Joyce Kilmer, Sergeant, Infantry
Killed in action, 1918

Men do well only what the leader checks.
General Bruce Clarke

Successful generals make plans to fit the circumstances, but
do not try to create circumstances to fit plans.
General George S. Patton Jr.

Where there is no vision, the people perish.
Solomon

Listen as a deer, head poised
And alert,
See as an eagle, clear and from afar
Thine as a snake, clear and unblinking
Walk as a panther, with an
Crouch as a lion, muzzled and ready,
Kill as a mongoose, swift and silent,
Die like a man.
Inscription scratched on Wall of Chinese Nung's
Base Camp, Vietnam

Always be more than you seem.
Von Moltke

First of all a leader is someone who sets the example, through the strength of his conviction and his personality. He makes decisions. He has a sense of mission, and can articulate it. He has the courage to do what is right, and to make sure that those who are under his authority do what is right. He creates the right tone, one of equity and goodwill, which allows creativity to flourish from below. He understands loyalty, and understands that loyalty sometimes calls for disagreement, even disagreement with your boss. He is a comrade, a judge, a tutor. He is a student of human motivation. He's a problem solver. And he is a person not merely of thought, but of action. General George Patton, when he was a major, wrote about this distinction in 1931, in an article entitled "Success in War," where he pointed out that "high academic performance demands infinite intimate knowledge of details, and the qualities requisite to such attainments often inhibit bodies lacking in personality. Also, the striving for such knowledge often engenders the fallacious notion that capacity depends upon the power to acquire such details rather than upon the ability to apply them...and yet volumes are devoted to armaments, and pages to inspiration."

The Honorable James H. Webb, Jr.

The nation that will insist on drawing a broad line of demarcation between the fighting man and the thinking man is liable to find its fighting done by fools and its thinking done by cowards.

Sir William Francis Butler

I believe it is immoral to be incompetent at your basic job because, if you are, you can lose the lives of soldiers.

General Edward C. Meyer

Morale, of course, is the most highly important of any attribute, but we must produce the type of morale that results from self-respect, through discipline, intensive training and adequate leadership--we should not make the mistake of believing that morale can be produced by pampering or by the lowering of standards to permit greater ease of living.

General Dwight D. Eisenhower

The Lord gave us two ears and one mouth, in order to use them in that proportion.

Greek proverb

You say to your soldiers, 'Do this and he doeth it', but I am obliged to say, 'This is the reason that you ought to do that,' and then he does it.
General Von Steuben

The more you sweat in peace, the less you bleed in war.
Chinese Proverb

The battle of Waterloo was won on the playing fields of Eton.
Duke of Wellington

Nothing is more dangerous than for a seaman to be grudging in taking precautions, (he was thinking about 'heavy weather') least they turn out to be unnecessary; safety at sea for a 1000 years has depended on exactly the opposite philosophy.
Admiral Chester Nimitz

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.
General Douglas MacArthur

The power of an army cannot be measured in mere numbers. It is based on a high state of discipline and training; on a readiness to carry out its mission wherever and whenever the Commander in Chief and Congress decide. Any compromise with those requirements and that purpose not only minimizes our efforts but largely violates our development of military power.
General George C. Marshall

A CERTAIN AURA

I love to see him walk. He never saunters,
For there is always purpose in his stride,
A buoyant job in living there -- a firmness,
A faith in life that gives him strength and pride.
He wears a cloak of confidence about him
As dashing as a cape on knight of old,
And yet his gentle smile belies his vigor --
It is his faith alone that makes his bold.
I love to watch him walk, for there is something
About his stride -- his smile -- his gentle nod
That lends a certain aura to his passing --
You know you've seen a man who walks with God.

THE CHOICE

Have you noticed that in military history no regular army has ever been able to deal with the properly organized guerrilla force? If we use the regular army in Algeria, it can only end in failure. I'd like France to have two armies: one for display with lovely guns, tanks, little soldiers, fanfare, staffs, distinguished and doddering Generals, and dear little regimental officers who would be deeply concerned over their General's bowel movements or their Colonel's piles; an army that would be shown for a modest fee on every fairground in the country.

The other would be the real one, composed entirely of young enthusiasts in camouflage battledress, who would not be put on display but from whom impossible efforts would be demanded and to whom all sorts of tricks would be taught. That's the army in which I should like to fight.

Lieutenant Colonel Pierre Raspey
prior to assuming command of the
10th Parachute Regiment, Camp des Pins Algeria

The Gettysburg Address

Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal. Now we are engaged in a great civil war, testing whether that nation or any nation so conceived and so dedicated can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this. But, in a larger sense, we cannot dedicate - we cannot consecrate - we cannot hallow - this ground. The brave men, living and dead, who struggled here have consecrated it far above our poor power to add or detract. The world will little note nor long remember what we say here, but it can never forget what they did here. It is for us, the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us - that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom; and that government of the people, by the people, for the people shall not perish from the earth.

Abraham Lincoln

TWO COMMANDERS

Two kinds of commanders, my company needs,
One for the words, the other for deeds.
One to parade us with guidons held high,
The other to lead us when steel starts to fly.
One who will push us to get ourselves squared,
Another to pull us when we get damned scared.
One to inspect us to make us stay clean,
Another to train us and make us "real mean".
A captain who always is starched, pressed and strike,
A captain whose boots may show wear from our hike,
A leader with ribbons displayed on his shirt,
A leader whose face with sweat streaks in the dirt.
We need a commander whose accounts are just right.
We need an old man who can teach us to fight.
Would it not fit a magnificent plan
If both our commanders could be the same man?

PFC David B. Farley
Co A, 1st Bn, 30th Inf

DO'S

Gain the confidence of your Juniors.
Know your Job thoroughly.
Exercise active loyalty to superiors.
Be decisive.
Use a little common sense.

DON'TS

Don't overwork - use your organization properly.
Don't be too serious - have some fun.
Don't lose your sense of humor.
Don't worry.
Don't become a "sea lawyer."
Don't take yourself too seriously.

Admiral Chester Nimitz

It cannot be too often repeated that in modern war, and especially modern naval war, the chief factor in achieving triumph is what has been done in the way of thorough preparation and training before the beginning of the war.
Theodore Roosevelt

Captain Fishy gave his philosophy of life. He said, "I'm making peace with myself somewhere between my ambitions and my limitations." When asked if that was a good philosophy of life, Captain Fishy answered, "It's a step backward in the right direction."

Tea House of the August Moon

The essence of battle is the behavior of men struggling to reconcile their instinct for self-preservation, their sense of honor, and the achievement of some aim over which other men are ready to kill you.

John Keegan

I am only one, but I am one; I cannot do everything, but I can do something; What I can do, I ought to do; And what I ought to do, by the grace of God I will do.

Anonymous

LEADERSHIP

Make other people feel strong, help them to feel good about themselves, and to feel that they have the ability to influence their future and their environment.

Build others' trust in the leader (I always liked General Zais' exhortation "to get a reputation as being lucky - even if you have to start that reputation yourself! People who routinely walk into the mouth of the lion like to think their leader is lucky, and, without doubt, will get them back out of that mouth!

Generate cooperative relationships rather than competitive relationships -- this doesn't mean that you discourage disagreement, but that you have to get everybody on the same side at the same time when you "sally" ship.

Recognize that many people want an opportunity to be tested by an extraordinary challenge (and not be a member of an organization that increasingly protects its members from getting in over their heads where they might fall and thus hurt the organization -- a real danger in military groups); hence, make sure they get the chance.

Resolve conflicts by mutual confrontation of issues. rather than by avoidance or forcing a particular solution; at the same time, be aware of 'trips to Abilene.'

Stimulate and promote goal-oriented thinking and behavior, the mission gets accomplished, but more importantly, the people working with you begin thinking that it's their mission and take ownership in accomplishing it.

Rear Admiral Richard C. Ustick

What you should hope that your recruits will hear is that the "old man"...keeps a sharp lookout for the comforts of his men, that he is genuinely interested in the unit's recreational life, and that he is warmly understanding of the men's personal problems.
General Maxwell D. Taylor

But if the cause be not good, the king himself hath a heavy reckoning to make, when all those legs and arms and heads, chopped off in a battle, shall join together at the latter day and cry all, "We died at such a place"; some swearing, some crying for a surgeon, some upon their wives left poor behind them, some upon the debts they owe, some upon their children rawly left. I am afraid there are few die well that die dispose of any thing, when blood is their argument? Now, if these men do not die well, it will be a black matter for the king that led them to it...
Shakespeare, Henry V, Act IV

Benjamin Franklin believed in personal development. In his quest for improvement he found it useful to evaluate his progress daily by means of a checklist. He focused on two qualities per week. Every evening he would check off those attributes he felt needed improvement. He recounted that the quality of humility was a weak point of his. Whenever a week went by and he noticed that he had no check marks by the trait of humility, he felt proud of being so humble and had to check the humility block again. My own experience as a pilot has taught me that checklists can be invaluable tools in self development. I offer my own version of Mr. Franklin's checklist as a guide for professional and personal development.

THE TWELVE QUALITIES

Humility

A leader is humble. His goal is to serve others.

Charity

This includes giving but also selfless service to a cause or organization.

Cleanliness

Correctness of appearance and organized work habits are important in setting the example.

Silence

One of the most important qualities a leader can possess is that of being a good listener.

Perseverance

Persevering in adversity is leadership. Establish goals; be always engaged in something useful.

Fairness

Do not allow favorites. Unfair treatment erodes respect.

Frugality

Is an exercise in self discipline. Purchase only what is needed. Invest wisely in family and good causes.

Moderation

This is the rule for good living. Overindulgence has been the downfall of many leaders. Avoid extremes.

Sincerity

Avoid gossip and the use of hurtful language.

Tranquillity

Is a learned trait. Franklin's advice, "Be not disturbed by trifles or unavoidable accidents."

Thoughtfulness and Cheerfulness

Were identified as important qualities by my wife. They will bring harmony in personal as well as professional relationships.

MG Bernard Loeffke

Men who can command words to serve their thoughts and feelings are well on their way to commanding men to serve their purposes.

Brigadier General S.L.A. Marshall

The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties.

General Melvin Zais

Officers can never act with confidence until they are masters of their profession.

General Henry Knox

A competent leader can get efficient service from poor troops. While on the contrary, an incapable leader can demoralize the best of troops.

General John J. Pershing

You have to lead men in war by bringing them along to endure and display qualities of fortitude that are beyond the average man's thought of what he should be expected to do. You have to inspire them when they are hungry and exhausted and desperately uncomfortable and in great danger. Only a man of positive characteristics of leadership with the physical stamina that goes with it can function under those conditions.

General George C. Marshall

Rules to Live By

Get up front.

Any man who thinks he is indispensable aint.

Always be alert to the source of trouble.

Always do everything you ask of those you command.

Punishment for mistakes must be immediate.

Keep moving and pain will never hit you.

To gain strength, always go beyond exhaustion.

Never fear failure.

Man is the only war machine.

No good decision was ever made in a swivel chair.

Talk with the troops.

Never make a decision too early or too late.

Success is how you bounce when you hit bottom.

Never let the enemy pick the battle site.

Better to fight for something than live for nothing.

Always keep something in reserve.

Fear kills more people than death.

When at war we must kill people.

The way to win is to never lose.

Never take counsel of your fears.

General George S. Patton

Courage, competence, and consistency will make up for bad luck.

Simon Bolivar

Praise makes good men better and bad men worse.

Thomas Fuller

For people are only too glad to obey the man who they believe takes wiser thoughts for their interests than they themselves do.

Xenophon

Issuing orders is worth about 10 percent. The remaining 90 percent consists in assuring proper and vigorous execution of the order.

General George S. Patton, Jr.

Foundations of Morale

Spiritual

There must be a great and noble object.

Its achievement must be vital.

The method of achievement must be active, aggressive.

The man must feel that what he is and what he does matters directly toward the attainment of the object.

Intellectual

He must be convinced that the object can be attained; that it is not out of reach.

He must see, too, that the organization to which he belongs and which is striving to attain the object is an efficient one.

He must have confidence in his leaders and know that whatever dangers and hardships he is called upon to suffer, his life will not be lightly flung away.

Material

The man must feel that he will get a fair deal from his commanders and from the army generally.

He must, as far as humanly possible, be given the best weapons and equipment for his task.

His living and working conditions must be made as good as they can be.

Vicount Sir William Joseph Slim
Field Marshall, British Army

There are three types of leaders: Those who make things happen; those that watch things happen; and those who wonder what happened!

Anonymous

No man is a leader until his appointment is ratified in the minds and hearts of his men.

The Infantry Journal, August 1948

The man who commands efficiently must have obeyed others in the past, and the man who obeys dutifully is worthy of being some day a commander.
Cicero

No method of education, no system of promotion, no amount of common sense ability is of value unless the leader has in him the root of the matter -- the fighting spirit.
Field Marshal A. P. Wavel

To win, we must have leaders and commanders with fire in their belly.
General Depuy

Administrative discipline is the index of combat discipline. Any commander who is unwilling or unable to enforce administrative discipline will be incapable of enforcing combat discipline. An experienced officer can tell by a very cursory administrative inspection of any unit, the caliber of its commanding officer.
General George S. Patton, Jr.

Pardon one offense and you encourage the commission of many.
Publius Syrus

Strange as it sounds, great leaders gain authority by giving it away.
Vice Admiral James Bond Stockdale

Delegation of authority is one of the most important functions of a leader, and he should delegate authority to the maximum degree possible with regard to the capabilities of his people. Once he has established policy, goals, and priorities, the leader accomplishes his objectives by pushing authority right down to the bottom. Doing so trains people to use their initiative; not doing so stifles creativity and lowers morale.
Admiral Thomas H. Moorer

LEADERSHIP
BY MAJ C. A. BACH, USA

**AN ADDRESS DELIVERED TO THE GRADUATING OFFICERS AT
FORT SHERIDAN, WYOMING, 1917**

In a short time each of you men will control the lives of a certain number of other men. You will have in your charge loyal but untrained citizens, who look to you for instruction and guidance.

Your word will be their law. Your most casual remark will be remembered. Your mannerism will be aped. Your clothing, your carriage. Your vocabulary, your manner of command will be imitated.

When you join your organization you will find there a willing body of men who ask from you nothing more than the qualities that will command their respect, their loyalty, and their obedience.

They are perfectly ready and eager to follow you so long as you can convince them that you have those qualities. When the time comes that they are satisfied you do not possess them you might as well kiss yourself goodbye. Your usefulness in that organization is at an end.

From the standpoint of society, the world may be divided into leaders and followers. The professions have their leaders, the financial world has its leaders. We have religious leaders, and political leaders, and society leaders. In all this leadership it is difficult, if not impossible to separate from the element of pure leadership that selfish element of personal gain or advantage to the individual, without which such leadership would lose its value.

It is in the military service only, where men freely sacrifice their lives for a faith, where men are willing to suffer and die for the right or the prevention of a great wrong, that we can hope to realize leadership in its most exalted and disinterested sense. Therefore, when I say leadership, I mean military leadership.

In a few days the great mass of you men will receive commissions as officers. These commissions will not make you leaders; they will merely make you officers. They will place you in a position where you can become leaders if you possess the proper attributes. But you must make good--not so much with the men over you as with the men under you.

Men must and will follow into battle officers who are not leaders, but the driving power behind these men is not enthusiasm but discipline. They go with doubt and trembling, and with an awful fear tugging at their heartstrings that prompts the unspoken question, "What will he do next?"

Such men obey the letter of their orders but no more. Of devotion to their commander, of exalted enthusiasm which scorns personal risk. Of their self-sacrifice to insure his personal safety, they know nothing. Their legs carry them forward because their brain and their training tell them they must go. Their spirit does not go with them.

Great results are not achieved by cold passive, unresponsive soldiers. They don't go very far and they stop as soon as they

can. Leadership not only demands but receives the willing, unhesitating, unfaltering obedience and loyalty of other men; and a devotion that will cause them, when the time comes, to follow their uncrowned king to hell and back again if necessary.

You will ask yourselves: "Of just what, then, does leadership consist? What must I do to become a leader? What are the attributes of leadership, and how can I cultivate them?"

Leadership is a composite of a number of qualities. Among the most important I would list self-confidence, moral ascendancy, self-sacrifice, paternalism, fairness, initiative, decision, dignity, courage. Let me discuss these with you in detail.

Self-confidence results, first, from exact knowledge; second, the ability to impart that knowledge; and third, the feeling of superiority over others, that naturally follows. All these give the officer poise.

To lead, you must know--you may bluff all your men some of the time but you can't do it all the time. Men will not have confidence in an officer unless he knows his business, and he must know it from the ground up.

The officer should know more about paper work than his first sergeant and company clerk put together; he should be at least as good a shot as any man in his company.

If the officer does not know, and demonstrates the fact that he does not know, it is entirely human for the soldiers to say to himself, "To hell with him. He doesn't know as much about this as I do," and calmly disregard the instructions received.

There is no substitute for accurate knowledge. Become so well informed that men will hunt you to ask questions--that your brother officers will say to one another, "Ask Smith--he knows."

And not only should each officer know thoroughly the duties of his own grade, but he should study those of the two grades next above him. A twofold benefit attaches to this. He prepares himself for duties which may fall to his lot at any time during battle he further gains a broader viewpoint which enables him to appreciate the necessity for the issuance of orders and joint more intelligently in their execution.

Not only must the officer know, but he must be able to put what he knows into grammatical, interesting, forceful English. He must learn to stand on his feet and speak without embarrassment.

I am told that in British training camps student officers are required to deliver 10-minute talks on any subject that they may choose. That is excellent practice. For to speak clearly one must think clearly, and clear, logical thinking expresses itself in definite positive orders.

Don't make the mistake of turning such men down with statement that you have troubles of your own, for every time that you do you knock a stone out of the foundation of your house.

Your men are your foundation, and your house leadership will tumble about your ears unless it rests securely upon them.

Finally, you will give your own slender financial resources. You will frequently spend your money to conserve the health and well-being of your men or to assist when in trouble. Generally, you get your money back. Very infrequently you must charge it to profit and loss.

When I say that paternalism is essential to leadership I use the term in its better sense. I do not now refer to that form of paternalism which robs men of initiative, self-reliance, and self-respect. I refer to the paternalism that manifests itself in a watchful care for the comfort and welfare of those in your charge.

Soldiers are much like children. You must see that they have shelter, food, and clothing, the best that your utmost efforts can provide. You must be far more solicitous of their comfort than of your own. You must see that they have food to eat before you think of your own; that they have each as good a bed as can be provided before you consider where you will sleep. You must look after their health. You must conserve their strength by not demanding needless exertion or useless labor.

And by doing all these things you are breathing life into what would be otherwise a mere machine. You are creating a soul in your organization that will make the mass respond to you as though it were one man. And that is esprit.

And when your organization has this esprit you will wake up some morning and discover that the tables have been turned; that instead of your constantly looking out for them they have, without even a hint from you, taken up the task of looking out for you. You will find that a detail is always there to see that your tent, if you have one, is promptly pitched; that the most and cleanest bedding is brought to your tent; that from some mysterious source two eggs have been added to your supper when no one else has any; that an extra man is helping your men give your horse's grooming; that your wishes are anticipated; that every man is Johnny-on-the-spot. And then you have arrived.

Fairness is another element without which leadership can neither be built up nor maintained. There must be first that fairness which treats all men justly. I do not say alike, for you cannot treat all men alike--that would be assuming that all men are cut from the same piece; that there is no such thing as an individuality or personal equation.

You cannot treat all men alike; a punishment that would be dismissed by the man with a shrug of the shoulders is mental anguish for another. A company commander who for a given offense had a standard punishment that applies to all is either too indolent or too stupid to study the personality of his men. In his case justice is certainly blind.

While self-confidence is the result of knowing more than your men, moral ascendancy over them is based upon your belief that you are the better man. To gain and maintain this ascendancy you must have self-control, physical vitality and endurance and moral force.

You must have yourself so well in hand that, even though in battle you be scared stiff, you will never show fear. For if you by so much as a hurried movement or a trembling of the hand, or a change of expression, or a hasty order hastily revoked, indicate your mental condition it will be reflected in your men in a far greater degree.

In garrison or camp many instances will arise to try your temper and wreck the sweetness of your disposition. If at such time you "fly off the handle" you have no business to be in charge of men. For men in anger say and do things that they almost

invariably regret afterward.

An officer should never apologize to his men; also an officer should never be guilty of an act for which his sense of justice tells him he should apologize.

Another element in gaining moral ascendancy lies in the possession of enough physical vitality and endurance to withstand the hardships of which you and your men are subjected, and a dauntless spirit that enables you not only to accept them cheerfully but to minimize their magnitude.

Make light of your troubles, belittle your trails, and you will help vitally to build up within your organization an esprit whose value in time of stress cannot be measured.

Moral force is the third element in gaining moral ascendancy. To exert moral force you must live clean, you must have sufficient brain power to see the right and the will to do right.

Be an example to your men. An officer can be a power for good or a power for evil. Don't preach to them--that will be worse than useless. Live the kind of life you would have them lead, and you will be surprised to see the number that will imitate you.

A loud-mouthed, profane captain who is careless of his personal appearance will have a loud-mouthed profane, dirty company. Remember what I tell you. Your company will be the reflection of yourself. If you have a rotten company it will be because you are a rotten captain.

Self-sacrifice is essential to leadership. You will give, give all the time. You will give yourself physically, for the longest hours, the hardest work and the greatest responsibility is the lot of the captain. He is the first man up in the morning and the last man in at night. He works while others sleep.

You will give yourself mentally, in sympathy and appreciation for the troubles of men in your charge. This one's mother had died, and that one has lost all his savings in a bank failure. They may desire help, but more than anything else they desire sympathy.

Study your men as carefully as a surgeon studies a difficult case. And when you are sure of your diagnosis apply the remedy. And remember that you apply the remedy to effect a cure, not merely to see the victim squirm. It may be necessary to cut deep, but when you're satisfied as to your diagnosis don't be divided from your purpose by any false sympathy for the patient.

Hand in hand with fairness in awarding punishment walks fairness in giving credit. Everybody hates a human hog.

When one of your men has accomplished an especially creditable piece of work see that he gets the proper reward. Turn heaven and earth upside down to get it for him. Don't try to take it away from him and hog it for yourself. You may do this and get away with it, but you have lost the respect and loyalty of your men. Sooner or later your brother will hear of it and shun you like a leper. In war there is glory enough for all. Give the man under you his due. The man who always takes and never gives is not a leader. He is a parasite.

There is another kind of fairness--that which will prevent an officer from abusing the privileges of his rank. When you exact respect from soldiers be sure you treat them with equal respect.

Build up their manhood and self-respect. Don't try to pull it down.

For an officer to be overbearing and insulting in the treatment of enlisted men is the act of a coward. He ties the man to the tree with the ropes of discipline and then strikes him in the face, knowing full well that the man cannot strike back.

Consideration, courtesy, and respect from officers toward enlisted men are not incompatible with discipline. They are parts of our discipline. Without initiative and decision no man can expect to lead.

In maneuvers you will frequently see, when an emergency arises, certain men calmly give instant orders which later, on analysis, prove to be if not exactly the right thing, very nearly the right thing to have done. You will see other men in emergency become badly rattled; their brains refuse to work, or they give a hasty order, revoke it, give another, revoke that; in short, show every indication of being in a blue funk.

Regarding the first man you may say: "That man is a genius. He hasn't had time to reason this thing out. He acts intuitively." Forget it. "Genius is merely the capacity for taking infinite pains." The man who was ready is the man who has prepared himself. He has studied beforehand the possible situation that might arise, he had made tentative plans covering such situations. When he is configured by the emergency he is ready to meet it.

He must have sufficient mental alertness to appreciate the problem that confronts him and the power of quick reasoning to determine what changes are necessary in his already formulated plan. He must have also the decision to order the execution and stick to his orders.

Any reasonable order in an emergency is better than no order. The situation is there. Meet it. It is better to do something and do the wrong thing than to hesitate, hunt around for the right thing to do and wind up by doing nothing at all. And, having decided on a line of action, stick to it. Don't vacillate. Men have no confidence in an officer who doesn't know his own mind.

Occasionally you will be called upon to meet a situation which no reasonable human being could anticipate. If you have prepared yourself to meet other emergencies which you could anticipate the mental training you have thereby gained will enable you to act promptly and with calmness.

You must frequently act without orders from higher authority. Time will not permit you to wait for them.

Here again enter the importance of studying the work of officers above you. If you have a comprehensive grasp on the entire situation and can form an idea of the general plan of your superiors, that and your previous emergency training will enable you to determine that the responsibility is yours and to issue the necessary orders without delay.

The element of personal dignity is important in military leadership. Be the friend of your men, but do not become their intimate. Your men should stand in awe of you--not fear. If your men presume to become familiar it is your fault, not theirs. Your actions have encouraged them to do so.

And above all things, don't cheapen yourself by courting their

friendship of currying their favor. They will despise you for it. If you are worthy of their loyalty and respect and devotion they will surely give all these without asking. If you are not, nothing that you can do will win them.

And then I would mention courage. Moral courage you need as well as physical courage--that kind of moral courage which enables you to adhere without faltering to a determined course of action which your judgement has indicated as the one best suited to secure the desired results.

Every time you change your orders without obvious reason you weaken your authority and impair the confidence of your men. Have the moral courage to stand by your order and see it through.

Moral courage further demands that you assumed the responsibility for your own acts. If your subordinates have loyally carried out your orders and the movement you directed is a failure, the failure is yours, not theirs. Yours would have been the honor had it been successful. Take the blame if it results in disaster. Don't try to shift it to a subordinate and make him the goat. That is a cowardly act.

Furthermore, you will need moral courage to determine the fate of those under you. You will frequently be called upon for recommendations for the promotion or demotion of officers and noncommissioned officers in your immediate command.

Keep clearly in mind your personal integrity and the duty you owe your country. Do not let yourself be deflected from a strict sense of justice by feeling of personal friendship. If your own brother is your second lieutenant, and you find him unfit to hold his commission, eliminate him. If you don't you lack of moral courage and may result in the loss of valuable lives.

If, on the other hand, you are called upon for a recommendation concerning a man whom, for personal reasons you thoroughly dislike, do not fail to do him full justice. Remember that your aim is the general good, not the satisfaction of an individual grudge.

I am taking it for granted that you have physical courage. I need not tell you how necessary that is. Courage is more than bravery. Bravery is fearless--the absence of fear. The merest dolt may be the brave, because he has the mentality to appreciate his danger; he doesn't know enough to be afraid.

Courage, however, is the firmness of the spirit, that moral backbone, which, while fully appreciating the danger involved, nevertheless goes on with the understanding. Bravery is physical; courage is mortal and moral. You may be cold all over, your hands may tremble; your legs may quake; your knees may be ready to give way--that is fear. If, nevertheless, you go forward; if in spite of this physical defection you continue to lead your men against the enemy, you have courage. But physical manifestations of fear will pass away. You may never experience them but once. They are the "buck fever" of the hunter who tries to shoot his first deer. You must not give way to them.

A number of years ago, while taking a course in demolitions, the class of which I was a member was handling dynamite. The instructor said regarding its manipulation: "I must caution you gentlemen to be careful in use of these explosives. One man has

but one accident." And so I would caution you. If you give way to the fear that will doubtless beset you in your first crater, you will never again have the opportunity to lead those men.

Use judgement in calling on your men for display of physical courage or bravery. Don't ask any man to go where you would not go yourself. If your common sense tells you that the place is too dangerous for you to venture into, then it is too dangerous for him. You know his life is as valuable to him as yours is to you.

Occasionally some of your men must be exposed to danger which you cannot share. A message must be taken across a fire-swept zone. You call for volunteers. If your men know you and know that you are "right," you will never lack volunteers, for they will know your heart is in your work, that you are giving your country the best you have, that you would willingly carry the message yourself if you could. Your example and enthusiasm will have inspired them.

And, lastly, if you aspire to leadership, I would urge you to study men.

Get under their skins and find out what it inside. Some men are quite different from what they appear to be on the surface. Determine the workings of their minds.

Much of General Robert E. Lee's success as a leader may be ascribed to his ability as a psychologist. He knew most of his opponents from West Point days, knew the workings of their minds, and he believed that they would do certain things under certain circumstances. In nearly every case he was able to anticipate their movements and block the execution.

You do not know your opponent in this war in the same way. But you can know your own men. You can study each to determine wherein lies his strength and his weakness; which man can be relied upon to the last grasp and which cannot.

Know your men, know your business, know yourself.

Competency and moral responsibility thus merge as the defining characteristic of the professional soldier, particularly in his role as combat commander.
Lieutenant Colonel Paul R. Viotti

The true way to be popular with troops is not to be free and familiar with them, but to make them believe you know more than they do.
General William T. Sherman

Who has self-confidence will lead the rest.
Horace

No matter what may be the ability of the officer, if he loses the confidence of his troops, disaster must sooner or later ensue.
General Robert E. Lee

To insure victory the troops must have confidence in themselves as well as in their commanders.
Niccolo' di Bernardo Machiavelli

No officer can command unless he is certain of himself and confident that his orders are likely to lead to success.
Brigadier General S.L.A. Marshall

A good military leader must dominate the events which encompass him; once events get the better of him he will lose the confidence of his men, and when that happens he ceases to be of value as a leader.
Field Marshal Bernard L. Montgomery

Often in long periods of peace, mechanical thinking triumphs over the qualities of the heart and soul.
Scharahorst

[Training] means long hours of arduous work. For the officers and noncommissioned officers it means not only hard physical work but also intensive daily study of the manuals covering the latest technique in warfare. It is only through discomfort and fatigue that progress can be made toward the triumph of mind and muscles over the softness of the life to which we have become accustomed.
General George C. Marshall

One of the first requirements for effective leadership is knowledge. A leader quickly becomes aware that his people are watching him to see how he performs under certain circumstances and how he reacts to unexpected things, so the leader simply must conduct himself to the best of his ability and in a way that indicates that he understands what he is doing.
Admiral Thomas H. Moorer

Only those who have disciplined themselves can exact disciplined performance from others.
General Matthew B. Ridgway

Every great leader I have known has been a great teacher, able to give those around him a sense of perspective and to set the moral, social, and motivational climate among his followers.
Vice Admiral James Bond Stockdale

Duty be ours; consequences be God's.
General "Stonewall" Jackson

Come and fight by my side.
Henry the Fifth, King of England, before the Battle of Agincourt. The French outnumbered the English 6 to 1.
French losses: 5,000 killed, 1,000 captured
English losses: 113 killed

Humor is an effective but tricky technique in command and leadership, beneficial when used wisely and with skill, but it can backfire into a dangerous booby trap if overworked or crudely employed.
Major General Aubrey "Red" Newman

During World War I, while inspecting a certain area, General John J. Pershing found a project that was not going well, even though the second lieutenant in charge seemed to have a pretty good plan. General Pershing asked the lieutenant how much pay he received. On hearing the lieutenant's reply of "141.67 per month, Sir." General Pershing said: "Just remember that you get \$1.67 per month for making your plan and issuing the order, and \$140.00 for seeing that it is carried out."

General Omar Bradley

There are plenty of small-minded men who, in time of peace, excel in detail, are inexorable in matters of equipment and drill, and perpetually interfere with the work of their subordinates....They thus acquire an unmerited reputation and render their service a burden, but they, above all, do mischief in preventing development of individuality and in retarding the advancement of independent and capable spirits. When war arises, the small minds, worn out by attention to trifles, are incapable of effort, and fail miserably. So goes the world.

Archduke Albert

Show me the leader and I will know his men. Show me the men and I will know the leader

Arthur W. Newcomb

Be the person God wants you to be; Know that He will never forsake you and will always be with you; Do something everyday that counts for eternity.

Chaplain Sonny Moore and LTC Tom Greco

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.

Walter Lippman

REFLECTIONS ON CANDOR

Perhaps one of the greatest mysteries of the military profession is the fact that so often the officer who is willing to sacrifice his life in combat is hesitant to risk his career to correct an abuse in the system, to suffer the embarrassment by speaking out for justice, or to stand firm on moral standards when the accepted practice follows a discordant tune. Being a brave combat leader does not guarantee that an officer will have the courage to overcome pressures to behave ethically in a bureaucracy. It all comes down to his personal standards of integrity and a sense of conviction for his service calling.
Major Francis Galligan

A man of character in peace will be a man of courage in war.
Lord Moran

If the enemy gets into Taegu you will find me resisting him in the streets and I'll have some of my trusted people with me and you had better be prepared to do likewise. Now get back to your division and fight it! I don't want to see you back from the front again unless it's in your coffin.
LTG Walton Walker

Fidelity...because it comes of personal decision, is the Jewel within reach of every officer who has the will to possess it. It is the epitome of character, and fortunately no other quality in the individual is more readily recognized and honored by one's military associates.
Brigadier General S.L.A. Marshal

Integrity is the most important responsibility of command. Commanders are dependent on the integrity of those reporting to them in every decision they make. Integrity can be ordered but it can only be achieved by encouragement and example.
General John D. Ryan

O, what a tangled web we weave, when first we practice to deceive!
Sir Walter Scott

Let us be true: this is the highest maxim of art and life,
the secret of eloquence and of virtue, and of all moral
authority.

Henri-Frederic Amiel

Let integrity and uprightness preserve me.
Psalms 25:21

Today's officer must have the mental flexibility, the
imagination, to utilize to the fullest extent the
developments of modern technology. Nevertheless, he must
not lose his soldier's soul in the laboratory. Above all he
must have the integrity and character of a Washington, the
moral convictions of a Lincoln, and the tenacity and
fighting ability of an Eisenhower, a MacArthur and a Patton.
These are high standards, but they are the standards of our
present dedicated leadership, and will always be the
hallmarks of the great officer.

Wilbur M. Brucker

An honest man's word is as good as his bond.
Miguel de Cervantes

A few honest men are better than numbers.
Oliver Cromwell

Let integrity and uprightness preserve me.
Psalms 25:21

Never give in.
Winston Churchill

No legacy is so rich as honesty.
William Shakespeare

The man in a chain of command turns over some of his rights
of judgment; he must act on the judgment of his superiors,
even though his own judgment differs. What he cannot turn
over to anybody else is his conscience and his integrity.
Roger L. Shinn

False words are not only evil in themselves, but they infect the soul with evil.
Socrates

Nothing is at last sacred but the integrity of your own mind.
Ralph Waldo Emerson

If I had to find a single word by which to characterize the officers of the United States Army, that word would be: Integrity - absolute, uncompromising integrity.
Robert T. Stevens

Labor to keep alive in your breast that little spark of celestial fire called conscience.
General George Washington

I hold the maxim no less applicable to public than to private affairs, that honesty is the best policy.
General George Washington

I regret that I have but one life to give for my country.
Nathan Hale

Goddamn it get back up on that hill! You'll die down here anyway. You might as well go up on the hill and die there!
Lieutenant Thomas Heath, G Company, 23d Infantry,
Chipyong-Ni

Men of good conscience can disagree.
Thomas Jefferson

Common sense and integrity are the rarest qualities.
Ralph Waldo Emerson

Making decisions is easy, living with the consequences can be tough.
LTC Jerry Bolzak

Personal honor is the one thing valued (by a good man) more than life itself.
Charles Markos

This is an extract from a speech made by the representatives of Corinth, a city bitterly hostile to Athens, at a congress of Spartan allies meeting at Sparta in 432 B.C. to discuss the question of peace or war with Athens. The Spartans were hesitant, and in this speech the Corinthian ambassadors urge them to take a firm stand.

You have never considered what manner of men are these Athenians with whom you will have to fight, and how utterly unlike yourselves. They are revolutionary, equally quick in the conception and in the execution of every new plan; while you are conservative-- careful only to keep what you have, originating nothing, and not acting even when action is most necessary. They are bold beyond their strength; they run risks which prudence would condemn; and in the midst of misfortune they are full of hope. Whereas it is your nature though strong, to act feebly; when your plans are most prudent, to distrust them; and when calamities come upon you, to think that you will never be delivered from them. They are impetuous, and you are dilatory; they are always abroad, and you are always at home. For they hope to gain something by leaving their homes; but you are afraid that any new enterprise may imperil what you have already. When conquerors, they pursue their victory to the utmost; when defeated, they fall back the least. Their bodies they devote to their country as though they belonged to other men; their true self is their mind, which is most truly their own when employed in her service. When they sustained a personal bereavement; when an enterprise succeeds, they have gained a mere installment of what is to come; but if they fail, they at once conceive new hopes and so fill up the void. With them alone to hope is to have, for they lose not a moment in the execution of an idea. This is the life-long task, full of danger and toil, which they are always imposing upon themselves. None enjoy their good things less, because they are always seeking for more. To do their duty is their only holiday, and they deem the quiet of inaction to be as disagreeable as the most tiresome business. If a man should say to them, in a word, that they were born neither to have peace themselves nor to allow peace to other men, he would simply speak the truth.

Translated by Benjamin Jowett

The man in a chain of command turns over some of his rights of judgement; he must act on the judgements of his superiors, even though his own judgement differs. What he cannot turn over to anyone else is his conscience and his integrity.

Roger L. Shinn

A good name is rather to be chosen than great riches, and loving favor rather than silver and gold.
Proverbs 22:1

If you ever make any mistakes, be quick to admit and especially to correct them. While this manner of conducting oneself is totally natural and is not deserving of praise, it will however draw praise for you, will win you hearts and will allow you to pardon mistakes in others.
Marshal de Belle-Isle

Character is made by what you stand for; reputation by what you fall for.
Anonymous

Character consists of what you do on the third and fourth tries.
Anonymous

Be careful not to strut your humility.
Anonymous

A good name is better than precious ointment.
Ecclesiastes 6:1

A wounded reputation is seldom cured.
Henry George Bohn

A different habit, with worse effect, was the way that ambitious officers, when they came in sight of promotion to the general's list, would decide that they would bottle up their thoughts and ideas, as a safety precaution, until they reached the top and could put these ideas into practice. Unfortunately, the usual result, after years of such self-repression for the sake of their ambition, was that when the bottle was eventually uncorked the contents had evaporated.
B.H. Liddell Hart

A helpless dove can drift with the wind. It takes an eagle to fly against the storm.

Unknown

And the Lord said, "Who shall I send, and whom shall go for us? Then said I, "Here am I, Send me."

Isaiah 6:8

The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but to be men of integrity.

General Joseph Lawton Collins

Facts do not cease to exist simply because they are ignored.

Anonymous

A single lie destroys a whole reputation for integrity.

Baltasar Gracian Y. Morales

He is as good as his word and his word is no good.

Seumas MacManus

Fidelity. . . because it comes of personal decision, is the jewel within reach of every officer who has the will to possess it. It is the epitome of character, and fortunately no other quality in the individual is more readily recognized and honored by one's military associates.

Brigadier General S.L.A. Marshall

The characteristic which higher command always looks for in any officer is honesty. Honesty in thought, word, and deed.

General Alexander M. Patch

The "integrity of the military profession" ...means that we must have an officer corps of such character and competence as will provide the highest professional and spiritual leadership to our citizen armies. It means a non-commissioned officer corps indoctrinated and inspired by the officer corps, whose precepts are its guides, and whose standards it emulates. This professional, long-term cadre must be adequate both in size and in quality. . . a great reservoir of character, of devotion to duty, of loyalty, of professional competence.

General Matthew B. Ridgway

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